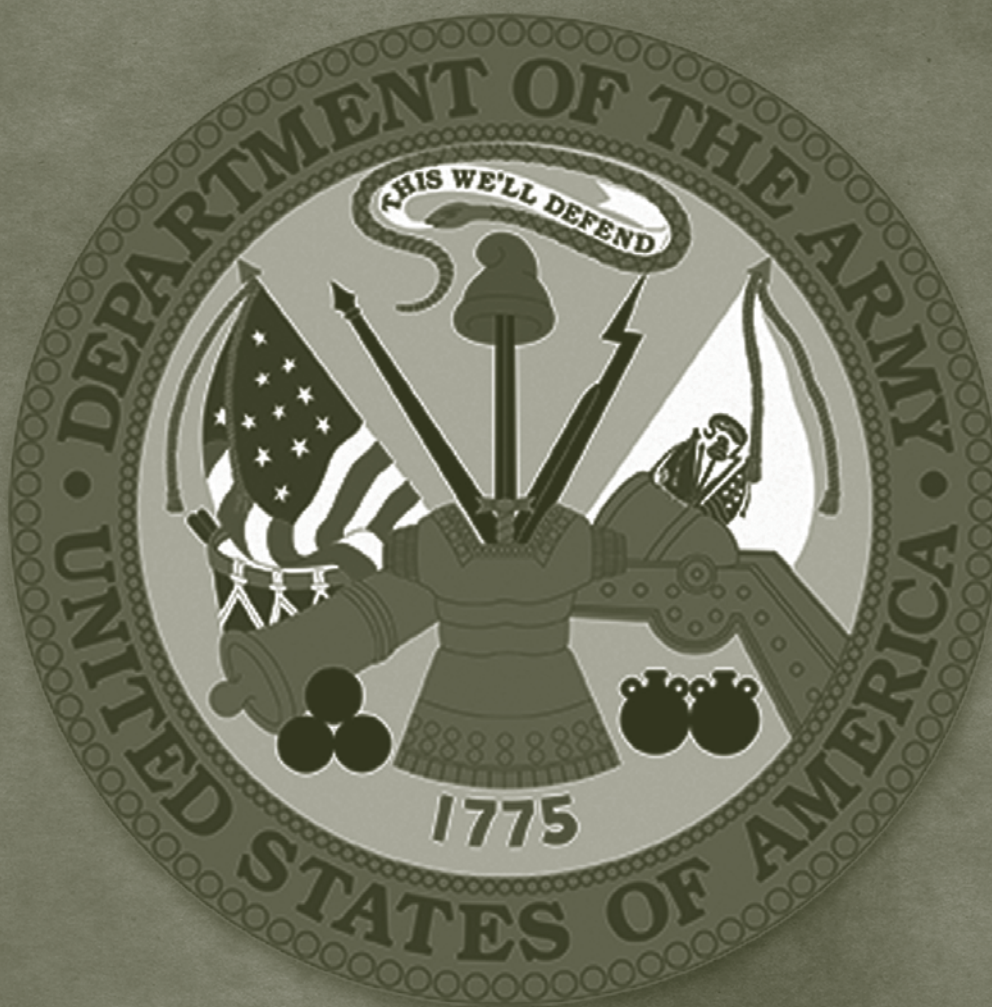


Doctrine Smart Book



JANUARY 2018

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HEADQUARTERS, DEPARTMENT OF THE ARMY

Introduction

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

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

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

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

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Further dissemination is only as directed by CAC, CADD, or higher authority. This determination was made on 11 January 2018.

Doctrine Smart Book

16 January 2018

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Part One: Doctrine Hierarchy

General hierarchy

ADPs and ADRPs

FMs

Decisive Action

Types of Operations

Mission Command

Maneuver

Intelligence

Fires

Protection

Maneuver Support Center of Excellence

Sustainment Transportation and Ordnance

Sustainment Quartermaster and Logistics

Sustainment Personnel and Health Services

Cyber

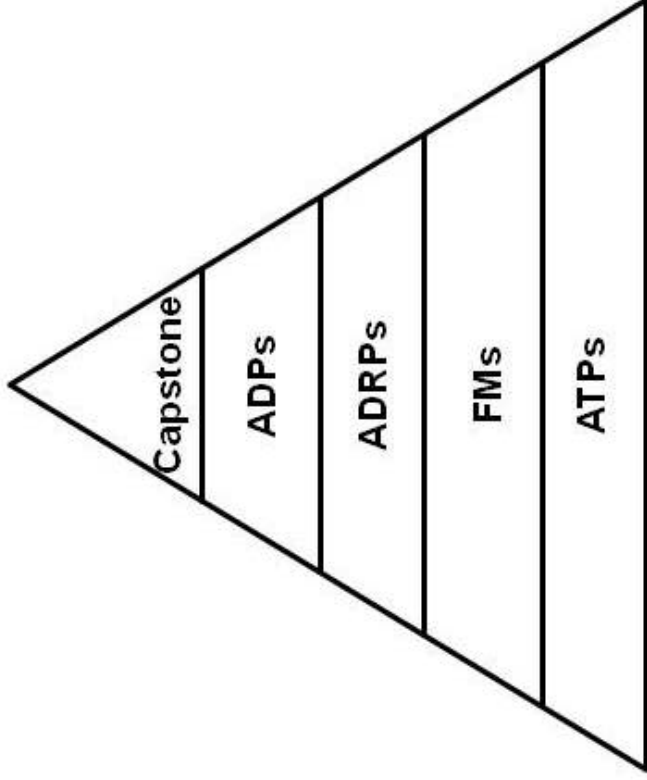
Special Operations

Air Land Sea Application Center (ALSA)

Space & Global Ballistic Missile Defense

Miscellaneous

Army Doctrine Hierarchy



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

ADPs and ADRPs



Legend

- Published
- Not Published
- Published (Joint)

UNCLASSIFIED

FMS

FM 7-22 Army Physical Readiness Training	Special Category
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FM 3-81 Maneuver Enhancement Brigade	FM 3-94 Theater Army, Corps, and Division Operations
FM 3-96 Brigade Combat Team	FM 3-98 Recon and Security Organizations

Other Echelons

FM 3-0 Operations

FM 3-07 Stability	FM 3-90-1 Offense and Defense	FM 3-90-2 Recon, Security, and Tactical Enabling Tasks
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Decisive Action

FM 6-0 Commander and Staff Organization and Operations	FM 6-22 Leader Development	FM 6-27 The Law of Land Warfare <small>Under review at DOD/OSD</small>	FM 6-99 U.S. Army Report and Message Formats	FM 7-0 Train to Win in a Complex World
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Reference Publications

FM 1-0 Human Resources Support	FM 1-04 Legal Support to the Operational Army	FM 1-05 Religious Support	FM 1-06 Financial Management Operations	FM 2-0 Intelligence Operations	FM 3-01 U.S. Army Air and Missile Defense Operations	FM 3-04 Army Aviation	FM 3-09 Field Artillery Operations and Fire Support	FM 3-11 CBRN Operations <small>Multi-Service Publication</small>	FM 3-12 Cyberspace and Electronic Warfare Operations	FM 3-18 Special Forces Operations
FM 3-34 Engineer Operations	FM 3-39 Military Police Operations	FM 3-53 Military Information Support Operations	FM 3-57 Civil Affairs Operations	FM 3-61 Public Affairs Operations	FM 4-01 Army Transportation Operations	FM 4-02 Army Health System	FM 4-30 Ordnance Operations	FM 4-40 Quartermaster Operations	FM 6-02 Signal Support to Operations	

Branches

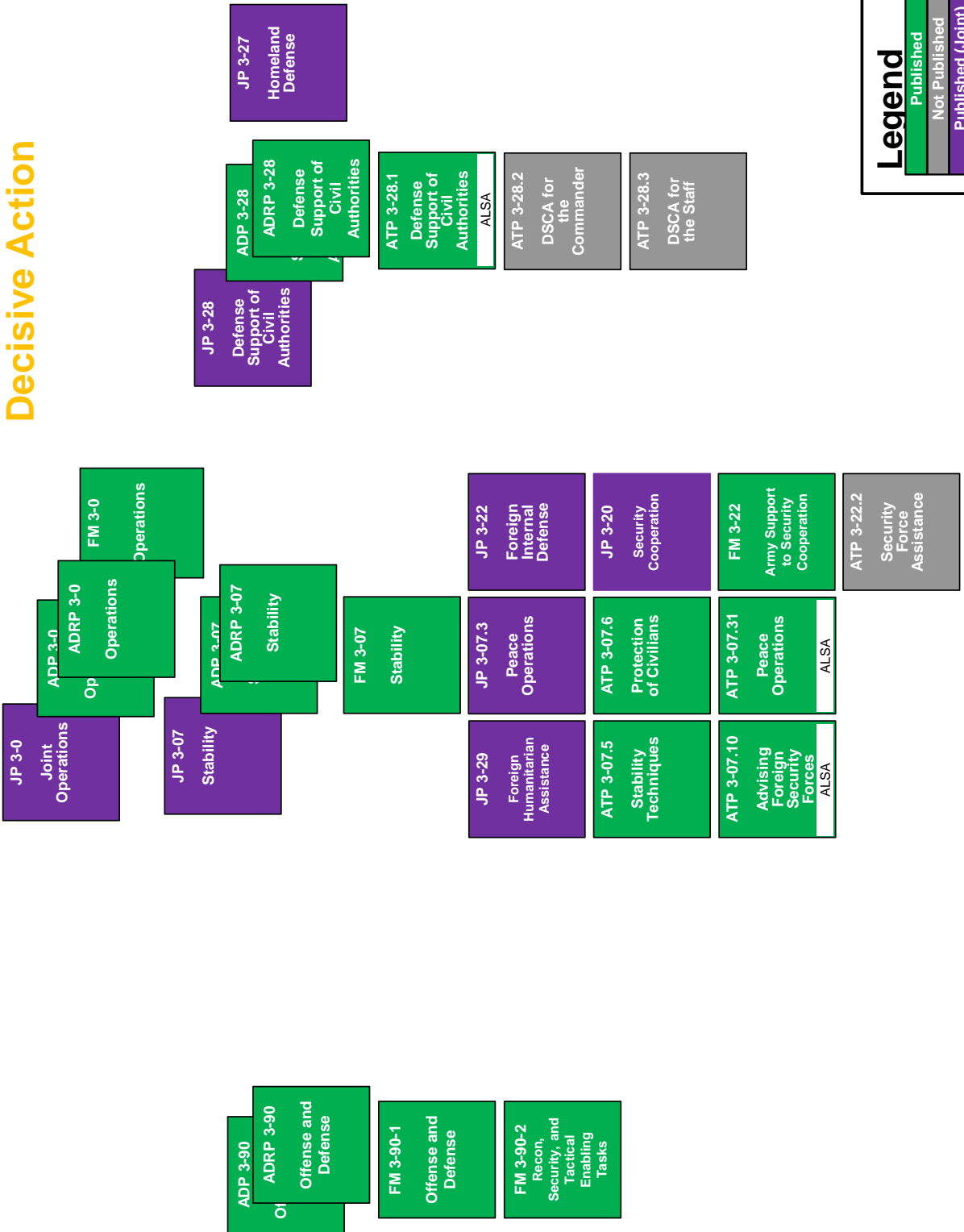
FM 2-22.3 HUMINT Collector Operations <small>Congressional Policy</small>	FM 3-05 Army Special Operations	FM 3-13 Information Operations	FM 3-14 Army Space Operations	FM 3-16 The Army in Multinational Operations	FM 3-22 Army Support to Security Cooperation	FM 3-24 Insurgencies and Countering Insurgencies	FM 3-27 Army Global Ballistic Missile Defense Operations
FM 3-50 Army Personnel Recovery	FM 3-52 Airspace Control	FM 3-55 Information Collection	FM 3-63 Detainee Operations	FM 3-99 Airborne and Air Assault Operations	FM 4-95 Logistics Operations	FM 6-05 Conventional Forces and Special Forces Integration, Interoperability, and Interdependence <small>ALSA</small>	

Types of Operations/Activities

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Not Published
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Decisive Action

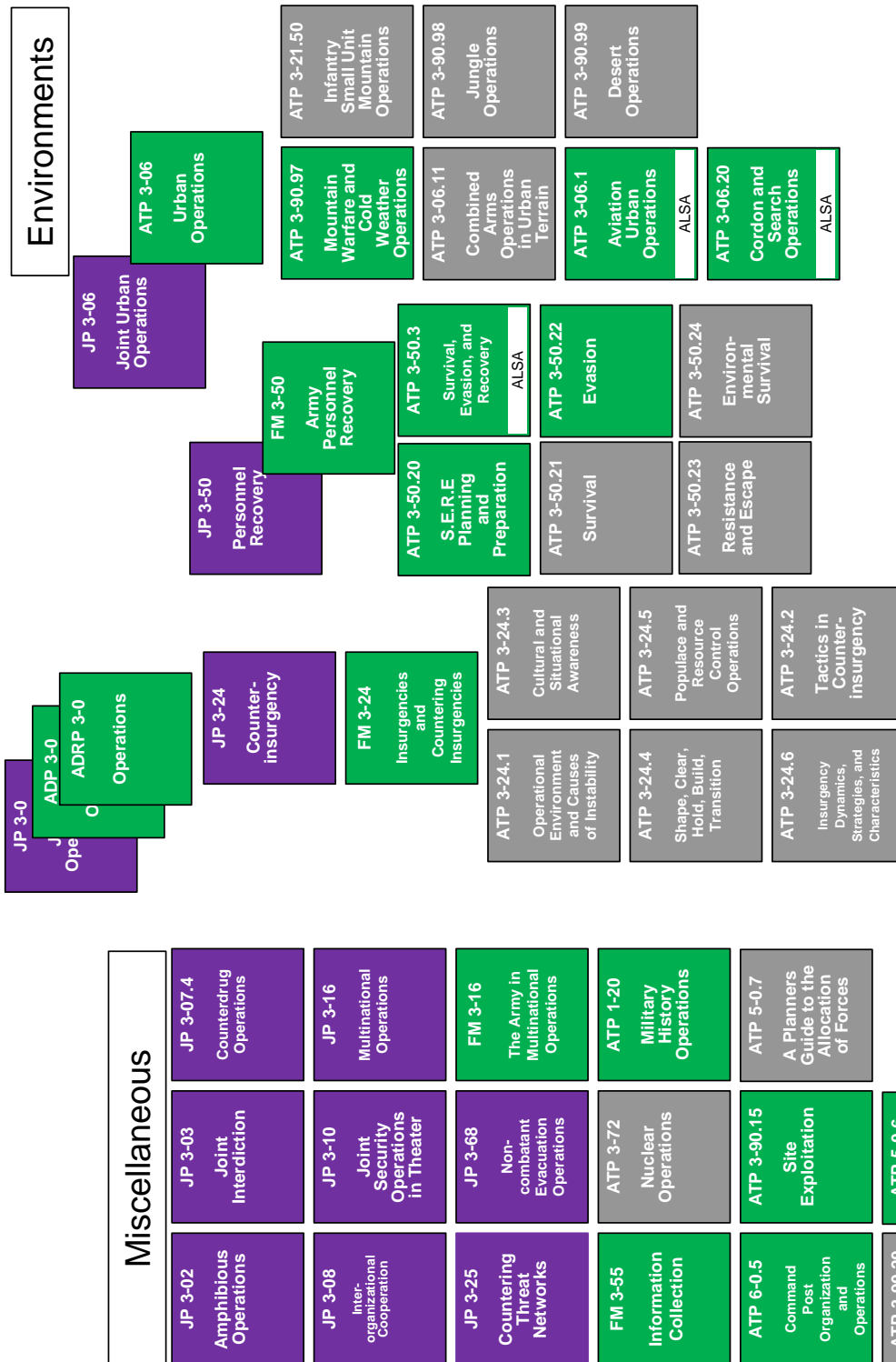


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Types of Operations

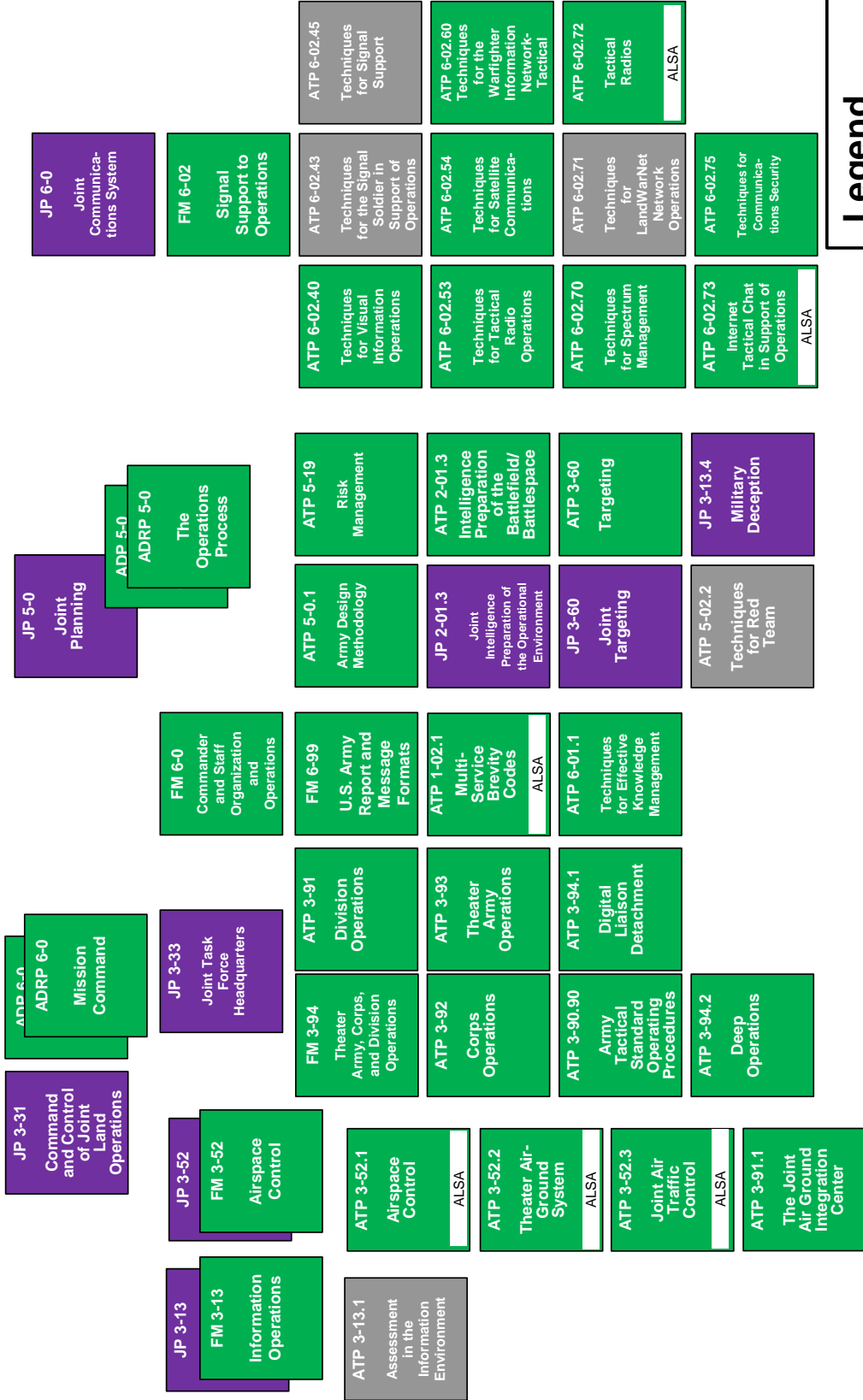


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Mission Command



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- Not Published
- Published (Joint)

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Maneuver

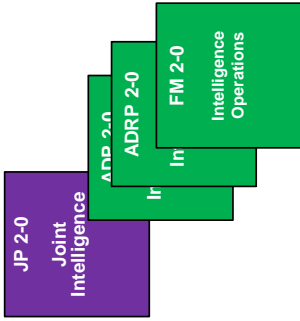
FM 3-96 Brigade Combat Team	JP 3-17 Air Mobility Operations	JP 3-18 Joint Forcible Entry Operations	JP 3-04 FM 3-04 Army Aviation	Misc
ATP 3-21.20 Infantry Battalion	FM 3-90-2 Recon, Security, and Tactical Enabling Tasks	FM 3-99 Airborne and Air Assault Operations	ATP 3-04.1 Aviation Tactical Employment	ATP 3-21.18 Foot Marches
ATP 3-21.10 The Infantry Rifle Company	FM 3-98 Reconnaissance and Security Operations	ATP 3-21.38 Pathfinder Operations	ATP 3-04.2 Aircraft Combat Survivability (C)	ATP 3-22.40 Employment of Nonlethal Weapons ALSA
ATP 3-21.12 The Infantry Weapons Company	ATP 3-20.96 Cavalry Squadron	ATP 3-99.1 Airborne Operations	ATP 3-04.64 Tactical Employment of Unmanned Aircraft Systems ALSA	ATP 3-21.90 Tactical Employment of Mortars
ATP 3-21.8 Infantry Platoon and Squad	ATP 3-20.97 Cavalry Troop	ATP 3-99.2 Air Assault Operations	ATP 3-06.1 Aviation Urban Operations ALSA	ATP 3-06.20 Cordon and Search Operations ALSA
ATP 3-21.21 SBCT Infantry Battalion	ATP 3-20.98 Reconnaissance Platoon	ATP 3-55.3 Intelligence, Surveillance, and Recon Optimization ALSA	ATP 3-04.7 Army Aviation Maintenance	
ATP 3-21.11 SBCT Infantry Rifle Company	ATP 3-55.4 Techniques for Tactical Information Collection During Operations Among Populations			
ATP 3-20.16 Mobile Gun System Platoon	ATP 3-90.5 Combined Arms Battalion			
ATP 3-21.91 Stryker Brigade Combat Team Weapons Troop	ATP 3-90.1 Armor and Mechanized Infantry Company Team			
	ATP 3-20.15 Tank Platoon			
	ATP 3-90.6 Techniques for the Brigade Combat Team			

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Intelligence



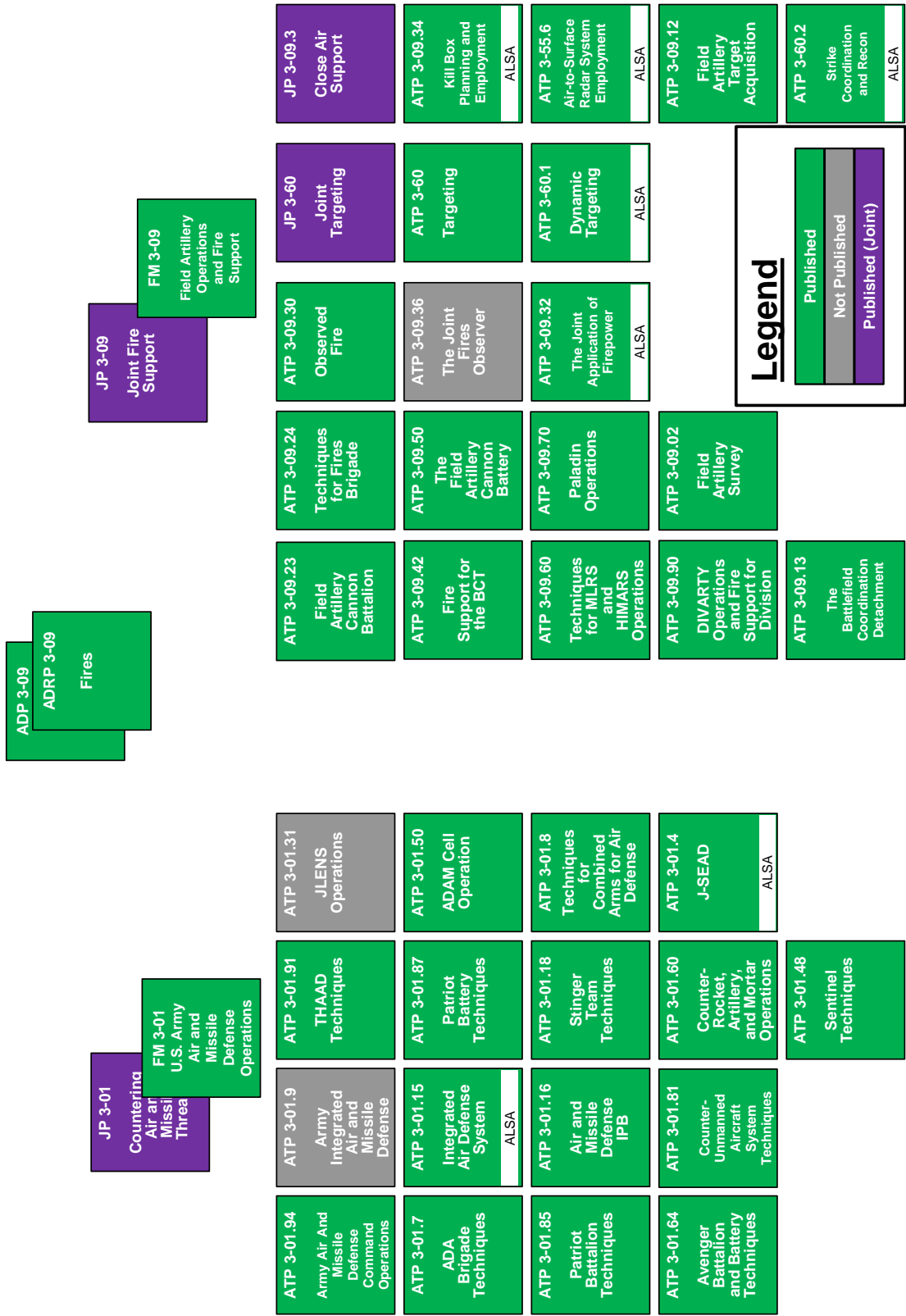
JP 2-01 Joint and National Intelligence Support to Military Operations	ATP 2-91.7 Intelligence Support to DSCA	ATP 2-19.1 EAC Intelligence Organizations (S/NF)	ATP 2-19.3 Corps and Division Intelligence Techniques	ATP 2-19.4 Brigade Combat Team Intelligence Techniques	ATP 2-01 Plan Requirements and Assess Collection	ATP 2-01.3 Intelligence Preparation of the Battlefield/Battlespace	ATP 2-33.4 Intelligence Analysis	ATP 2-19.5 Multifunctional Teams (MFTs)	ATP 2-22.6 Signals Intelligence Techniques (TS)	ATP 2-22.6-2 Signals Intelligence Techniques Vol II: Ref Guide (TS)	ATP 2-22.8 Measurement and Signature Intelligence (S/NF)	ATP 2-91.8 Techniques for Document and Media Exploitation	ATP 2-03 Geospatial Intelligence In Joint Operations	ATP 2-22.7 Geospatial Intelligence	ATP 2-22.9 Open-Source Intelligence	ATP 2-91.9 (U) Intelligence Operations in a CEMA Environment (TS)	ATP 2-22.4 Technical Intelligence	ATP 2-22.85 Biometrics ALSA	ATP 2-22.82 Biometrics-Enabled Intelligence	ATP 2-22.3 HUMINT Collector Operations	ATP 2-22.31 HUMINT MILITARY SOURCE OPERATIONS TECHNIQUES (S/NF)	ATP 2-22.2-1 CI Volume 1 (S/NF)	ATP 2-22.2-2 CI Volume 2 (S/NF)	JP 2-01.2 CI and HUMINT in Joint Operations	ATP 2-22.33 (U) 2X Operations and Source Validation Techniques (S/NF)	ATP 2-22.3 HUMINT Collector Operations	ATP 2-22.31 HUMINT MILITARY SOURCE OPERATIONS TECHNIQUES (S/NF)	ATP 2-22.2-1 CI Volume 1 (S/NF)	ATP 2-22.2-2 CI Volume 2 (S/NF)
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Fires



UNCLASSIFIED

Maneuver Support Center of Excellence

ADP 3-37
 ADRP 3-37
 Protection

FM 3-39
 Military Police Operations

FM 3-34
 Engineer Operations

ATP 3-11.36
 CBRN Aspects of C2

ATP 3-11.24
 Technical CBRNE Force Employment

JP 3-40
 Countering Weapons of Mass Destruction

FM 3-63
 Detainee Operations

ATP 3-39.10
 Police Operations

ATP 3-34.5
 Environmental Considerations

ATP 3-34.20
 Countering Explosive Hazards

FM 3-81
 Maneuver Enhancement Brigade

ATP 3-37.2
 Antiterrorism

ATP 3-11.32
 CBRN Passive Defense

ATP 3-11.47
 CERFP and HRF Operations

ATP 3-11.23
 WMD-E Operations

ATP 3-39.11
 MP Special Reaction Teams

ATP 3-39.12
 Law Enforcement Investigations

ATP 3-34.23
 Engineer Operations-- Echelons Above BCT

ATP 3-34.22
 Engineer Operations-- BCT and Below

ATP 3-37.10
 Base Camps

ATP 3-37.15
 Countering Insider Threats

JP 3-41
 CBRN Response

ATP 3-11.41
 CBRN Consequence Management Operations

ATP 3-11.46
 WMD-CST Operations

ATP 3-39.20
 Police Intelligence Operations

ATP 3-39.30
 Security and Mobility Support

ATP 3-34.40
 General Engineering

ATP 3-34.45
 Power Generation and Distribution

ATP 3-37.34
 Survivability Operations

ATP 3-90.4
 Combined Arms Mobility

ATP 3-11.37
 CBRN Recon and Surveillance

ATP 3-11.50
 Battlefield Obscuration

ATP 3-90.40
 Combined Arms Countering Weapons of Mass Destruction

ATP 3-39.32
 Physical Security

ATP 3-39.33
 Civil Disturbances

ATP 3-34.80
 Geospatial Engineering

ATP 3-34.81
 Engineering Recon

ATP 3-90.8
 Combined Arms Counter-mobility Operations

ATP 3-90.37
 Countering Improvised Explosive Devices

ATP 3-39.34
 Military Working Dogs

ATP 3-39.35
 Protective Services

ATP 3-34.84
 Military Diving Operations
 ALSA

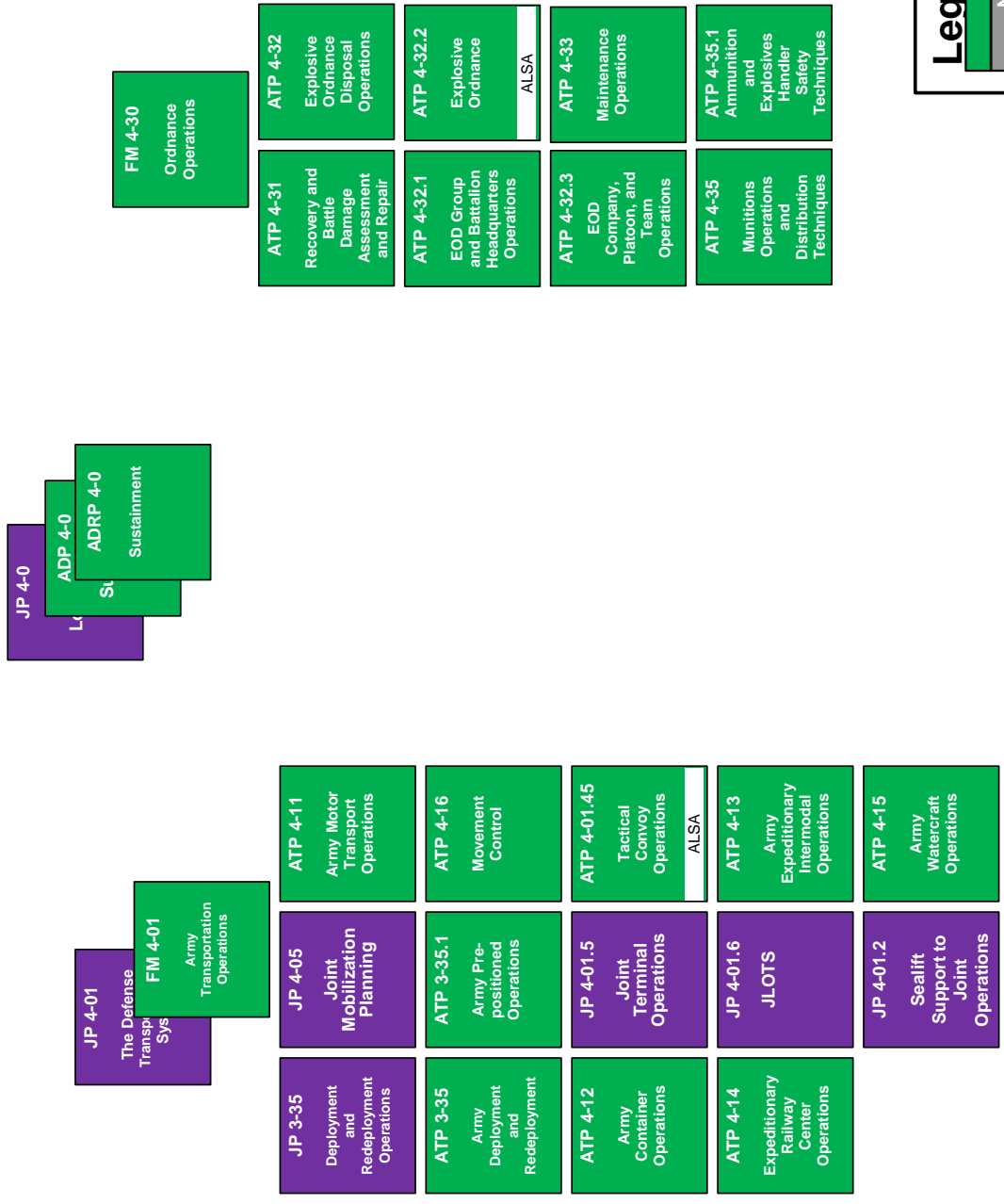
ATP 3-90.61
 Brigade Special Troops Battalion

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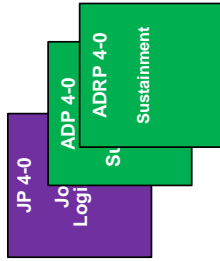
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Sustainment Transportation and Ordnance



Sustainment Quartermaster and Logistics



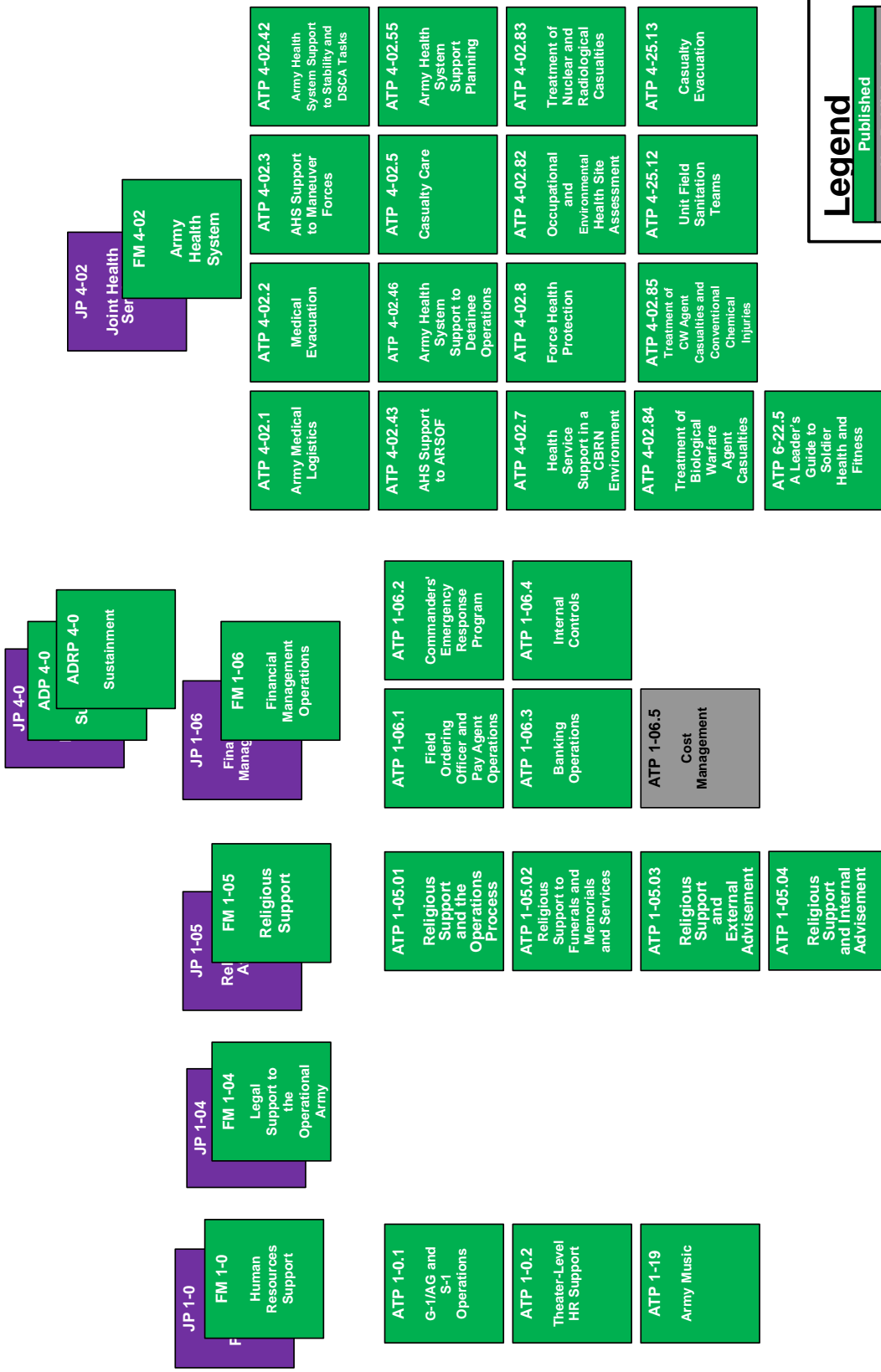
JP 4-03 Joint Bulk Petroleum and Water Doctrine	JP 4-06 Mortuary Affairs	JP 4-08 Logistics In Support of Multinational Operations	JP 4-10 Operational Contract Support
ATP 4-43 Petroleum Supply Operations	ATP 4-46.2 Mortuary Affairs Contaminated Remains	ATP 4-93 Sustainment Brigade	ATP 4-10 Operational Contract Support
ATP 4-44 Water Support Operations	ATP 4-46 Contingency Fatality Operations	ATP 4-93.1 Combat Sustainment Support Battalion	ATP 4-92 Contracting Support to Unified Land Operations
ATP 4-10.1 LOGCAP Support to Unified Land Operations	ATP 4-45 Force Provider Company	ATP 4-94 Theater Sustainment Command	ATP 4-70 ASA (ALT) Forward Support to Unified Land Opera
FM 4-40 Quartermaster Operations	ATP 4-48 Aerial Delivery	ATP 4-94 Theater Sustainment Command	ATP 4-90 Brigade Support Battalion
ATP 4-42 General Supply and Field Services Operations	ATP 4-41 Army Field Feeding and Class I Operations	ATP 4-94 Theater Sustainment Command	ATP 4-09 Distribution Operations
ATP 4-42.2 Supply Support Activity Operations	ATP 4-41 Army Field Feeding and Class I Operations	ATP 4-94 Theater Sustainment Command	ATP 4-09 Distribution Operations
FM 4-95 Logistics Operations	ATP 4-48 Aerial Delivery	ATP 4-94 Theater Sustainment Command	ATP 4-09 Distribution Operations
JP 4-08 Logistics In Support of Multinational Operations	ATP 4-48 Aerial Delivery	ATP 4-94 Theater Sustainment Command	ATP 4-09 Distribution Operations
JP 4-08 Logistics In Support of Multinational Operations	ATP 4-48 Aerial Delivery	ATP 4-94 Theater Sustainment Command	ATP 4-09 Distribution Operations

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Sustainment Personnel and Health Services



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- Not Published
- Published (Joint)

UNCLASSIFIED

Cyber

JP 6-01
Joint
Electromag-
netic
Spectrum
Management
Operations

JP 3-13.1
Electronic
Warfare

ATP 3-36
Electronic
Warfare
Techniques

JP 3-12
Cyberspace
Operations

FM 3-12
Cyberspace
and
Electronic
Warfare
Operations

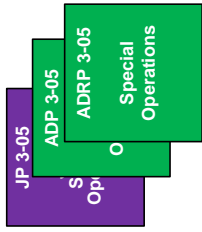
ATP 3-12.1
Techniques
for
Offensive
Cyberspace
Operations

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UNCLASSIFIED

Special Operations



JP 3-05.1 Un-conventional Warfare	FM 3-05 Army Special Operations	FM 6-05 Conventional Forces and Special Forces Interdiction, Interoperability, and Interdependence ALSA	FM 3-18 Special Forces Operations	JP 3-13.2 Military Information Support Operations	JP 3-57 Civil-Military Operations
ATP 3-05.1 Un-conventional Warfare	ATP 3-05.11 Special Operations Chemical, Biological, Nuclear Ops	ATP 3-18.1 Special Forces Unconventional Warfare	ATP 3-18.3 (U) Special Forces Direct Action Operations (C)	FM 3-53 Military Information Support Operations	FM 3-57 Civil Affairs Operations
ATP 3-05.2 Foreign Internal Defense	ATP 3-05.40 Special Operations Sustainment	ATP 3-18.10 Special Forces Air Operations	ATP 3-18.11 Special Forces Military Free-Fall Operations	ATP 3-53.1 Military Information in Special Operations	ATP 3-57.10 Civil Affairs Support to Populace And Resources Control
ATP 3-05.60 Special Operations Communications System	ATP 3-05.71 (C) Army Special Operations Forces Resistance and Escape	ATP 3-18.13 Special Forces Use of Pack Animals	ATP 3-18.14 Special Forces Vehicle-Mounted Operations TTP	ATP 3-53.2 Military Information in Conventional Operations	ATP 3-57.30 Civil Affairs Support to Nation Assistance
ATP 3-18.16 (U) Special Forces Guide to the Preparation of the Environment (S/NF)	ATP 3-76 Special Operations Aviation	ATP 3-18.72 (U) Special Forces Personnel Recovery (S/NF)	ATP 3-18.20 (U) Advanced Special Operations Techniques (S/NF)	ATP 3-55.3 Intelligence, Surveillance, and Reconnaissance Optimization	ATP 3-57.40 Civil Affairs Support to Civil Administration
ATP 3-75 Ranger Operations	ATP 3-18.12 Special Forces Waterborne Operations	ATP 3-18.74 Special Forces Special Reconnaissance	ATP 3-55.4 Techniques for Information Collection During Operations Among Populations	ATP 3-57.50 Civil Affairs Civil Information Management	ATP 3-57.60 Civil Affairs Planning
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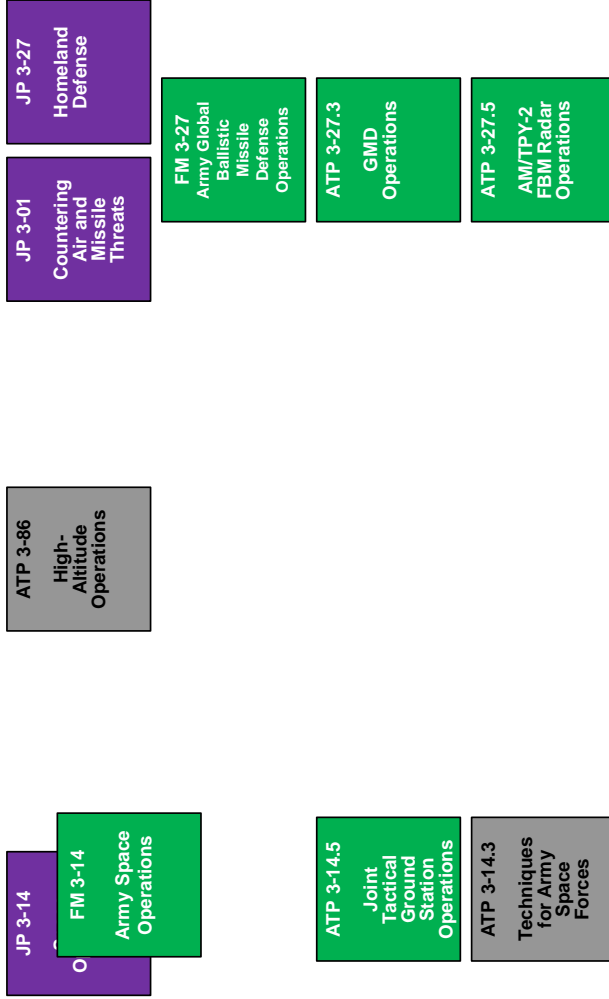
Air Land Sea Application Center (ALSA)

<p>FM 6-05 Conventional Forces and Special Forces Integration, Interoperability, and Interdependence</p>	<p>ATP 1-02.1 Multi-Service Brevity Codes</p>	<p>ATP 2-22.85 Aviation Urban Operations' Tactical Employment of Biometrics in Support of Operations</p>	<p>ATP 3-01.15 Integrated Air Defense System</p>	<p>ATP 3-01.4 J-SEAD</p>	<p>ATP 3-04.18 Air Operations in Maritime Surface Warfare</p>	<p>ATP 3-04.64 Tactical Employment of Unmanned Aircraft Systems</p>	<p>ATP 3-06.1 Aviation Urban Operations</p>
	<p>ATP 3-06.20 Cordon and Search Operations</p>	<p>ATP 3-07.10 Advising Foreign Security Forces</p>	<p>ATP 3-07.31 Peace Operations</p>	<p>ATP 3-09.32 The Joint Application of Firepower</p>	<p>ATP 3-09.34 Kill Box Planning and Employment</p>	<p>ATP 3-17.2 Airfield Opening</p>	<p>ATP 3-22.40 Employment of Nonlethal Weapons</p>
	<p>ATP 3-28.1 Defense Support of Civil Authorities</p>	<p>ATP 3-55.3 Intelligence, Surveillance, and Recon Optimization</p>	<p>ATP 3-50.3 Survival, Evasion, and Recovery</p>	<p>ATP 3-52.1 Airspace Control</p>	<p>ATP 3-52.2 Theater Air-Ground System</p>	<p>ATP 3-52.3 Joint Air Traffic Control</p>	<p>ATP 3-55.6 Air-to-Surface Radar System Employment</p>
	<p>ATP 3-60.1 Dynamic Targeting</p>	<p>ATP 3-60.2 Strike Coordination and Recon</p>	<p>ATP 4-01.45 Tactical Convoy Operations</p>	<p>ATP 4-32.2 Explosive Ordnance</p>	<p>ATP 3-34.84 Military Diving Operations</p>	<p>ATP 6-02.72 Tactical Radios</p>	<p>ATP 6-02.73 Internet Tactical Chat in Support of Operations</p>
	<p>ATP 5-0.3 Operation Assessment</p>	<p>ATP 6-02.90 Ultrahigh Frequency Military Satellite Communications</p>					

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Published (Joint)

UNCLASSIFIED

Space & Global Ballistic Missile Defense

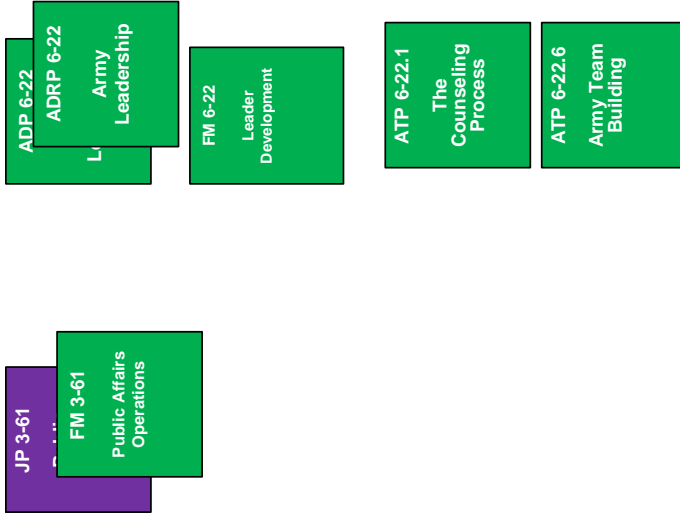


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Miscellaneous



UNCLASSIFIED

Part Two: Doctrine Summaries

CSA-approved ADPs and ADRPs

Other ADPs and ADRPs

FMs

ATPs

ADP 1

The Army

Our Service

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

The Army Mission

The mission of the United States Army is to fight and win the Nation's wars through prompt and sustained land combat, as part of the joint force. The Army does this by—

- Organizing, equipping, and training Army forces for prompt and sustained combat incident to operations on land.
- Integrating our capabilities with those of the other Armed Services.
- Accomplishing all missions assigned by the President, Secretary of Defense, and combatant commanders.
- Remaining ready while preparing for the future.

Our Profession

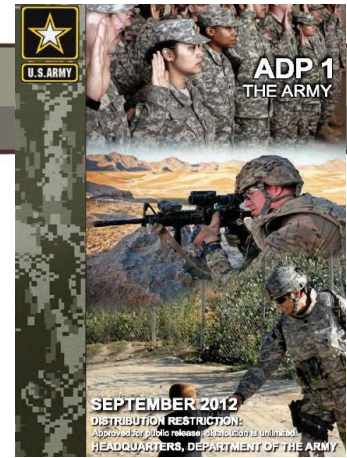
As a unique military profession, the Army is built upon an ethos of trust, which buttresses four other essential characteristics of our profession: military expertise, honorable service, esprit de corps, and stewardship.

The Army and the Joint Force

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

Our Continuing Duty

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



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

ADRP 1

The Army Profession

To be updated in 2018.

The Army Profession

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

The Army Profession consists of two complementary communities of practice:

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

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

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

The Army Ethic

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

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

The Army Culture of Trust

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

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

We are accountable to each other, the profession, and the American people.

As the strategic stewards of the Army Profession, the Army's senior leaders have the special duty to ensure that policies, regulations, programs, procedures, and systems are designed and implemented in a manner that strengthens mutual trust and cohesion throughout the total Army.

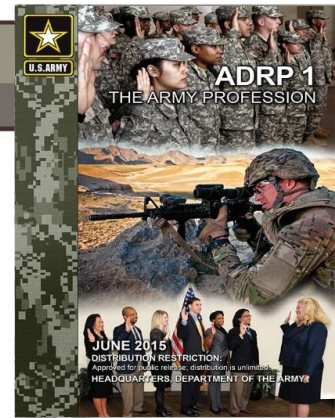
Army professionals understand and accept that they may give their lives and justly take the lives of others to accomplish the mission. The moral implications of this realization compel essential bonds of mutual trust within cohesive teams and permit the freedom to exercise disciplined initiative and accept prudent risk under mission command.

Certification of Army Professionals

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

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

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



Our Nation's founders created a republic in which citizens of character work together to establish justice, ensure domestic tranquility, provide for the common defense, promote the general welfare, and secure the blessings of liberty.

Each generation inherits not only the rights and privileges of being an American, but also the responsibility to defend the Constitution against all enemies, foreign and domestic.

Since 1775, our Army's vital, enduring role has been to be ready to fight and win our Nation's wars. Doing so in a manner worthy of our professional status in accordance with the moral principles of the Army Ethic is the honorable service we provide the American people.

June 2015

<https://armypubs.army.mil>

ADP/ADRP 3-0

Operations

Definition of Unified Land Operations

Simultaneous offensive, defensive, and stability or defense support of civil authorities tasks to seize, retain, and exploit the initiative to shape operational environments, prevent conflict, consolidate gains, and win our Nation's wars as part of unified action (ADRP 3-0).

Principles of Unified Land Operations

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

Tenets of Unified Land Operations

- Simultaneity
- Depth
- Synchronization
- Flexibility

Operations Structure

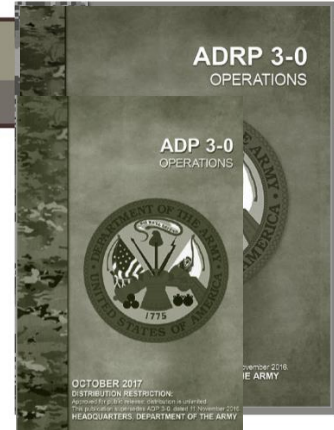
- Operations process
 - Plan
 - Prepare
 - Execute
 - Assess
- Operational framework
 - Area of operations
 - Deep-close-support-consolidate
 - Decisive-shaping-sustaining
 - Main and supporting efforts
- Elements of combat power
 - Warfighting functions
 - Information
 - Leadership

Warfighting Functions

- Mission command
- Movement and maneuver
- Intelligence
- Fires
- Sustainment
- Protection

Organizing Combat Power

- Force tailoring
- Task-organizing
- Mutual support



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

ADP 3-0 and ADRP 3-0 articulate the Army's operational concept for unified land operations. These principles are further expanded in FM 3-0.

ADP/ADRP 6-22

Army Leadership

To be updated in 2018.

The leadership requirements model establishes the core set of requirements (attributes and competencies) that inform leaders of Army expectations.

Attributes by Category

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

Levels of Leadership

- Direct
- Organizational
- Strategic

Methods of Influence

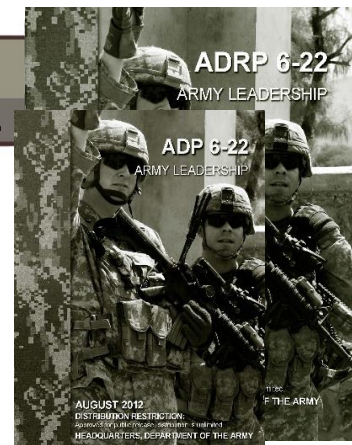
- Pressure
- Legitimizing
- Exchange
- Personal appeals
- Collaboration
- Rational persuasion
- Apprising
- Inspirational appeals
- Participation

Special Conditions of Leadership

- Formal
- Informal
- Collective
- Situational

Competencies by Category

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

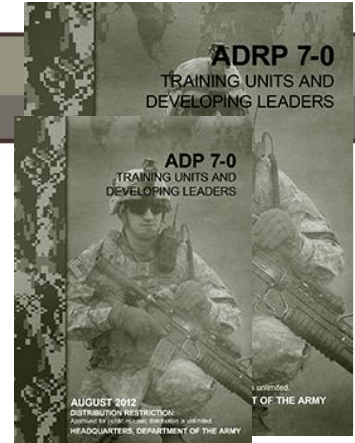


ADP 6-22 and ADRP 6-22 establish and expand the Army leadership principles that apply to officers, noncommissioned officers, enlisted Soldiers, and Army Civilians.

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

ADP/ADRP 7-0

Training Units and Developing Leaders To be updated in 2018.



Training To Win

- The Army must be prepared to fight and win in increasingly complex and ambiguous operational environments.
- Training Soldiers and leaders to win in a complex world requires realistic and demanding training.
- Training involves implementing three training domains: institutional, operational, and self-development (also see AR 350-1).
- The commander is centric to the training process throughout the training process.

Readiness Is the First Priority

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

Principles of Training

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

Train To Win in a Complex World

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

ADP 7-0 provides the Army's doctrinal foundation for training. It states the importance of unit training and the relationship to attaining and maintaining unit readiness.

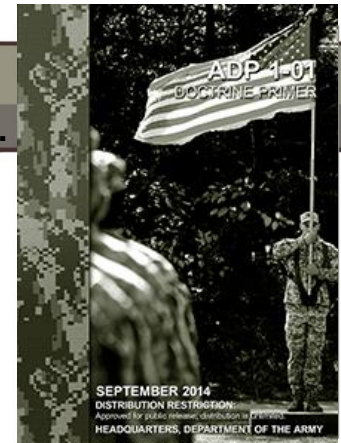
ADRP 7-0 expands on the basic concepts and procedures discussed in ADP 7-0. It details the Army's principles of training as well as provides the basic procedures of how units train.

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

ADP 1-01

Doctrine Primer

To be updated in 2018.



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

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

The Role of Doctrine

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

Five Types of Information in Doctrine

- Principles
- Tactics
- Techniques
- Procedures
- Terms and symbols

Types of Doctrine

- Joint
- Multinational
- Multi-Service
- Service

Our Vision of War—the Nature of Operations

- War is inherently chaotic
- War is a human endeavor
- War is conducted among people
- Warfare is how war is conducted

The Foundations of Army Doctrine

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

Terms Used to Describe Organizations and Branches

- Role
- Core competency
- Function
- Characteristic
- Principles

Terms Used to Describe an Operational Environment

- Domain
- Operational environment
- Operational variables
- Mission variables

Terms and Taxonomies for the Conduct of Operations

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

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

ADP/ADRP 1-02

Terms and Military Symbols

To be updated in 2018.

Terms

Military Terms

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

Acronyms, Abbreviations, and Country Codes

- Acronyms and abbreviations
- Geographical entity codes

Military Symbols

Military Symbology Basics

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

Units, Individuals, and Organizations

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

Equipment

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

Installations

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

Activities

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

Control Measure Symbols

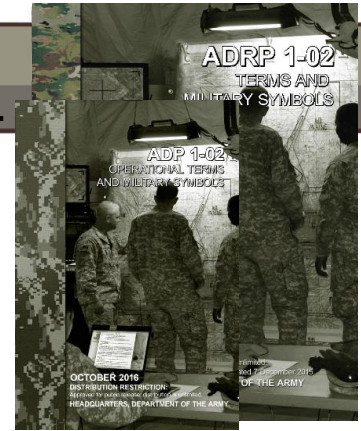
- Basics of control measure symbols
- Point symbols
- Line symbols
- Boundary line symbols
- Area symbols
- Abbreviations and acronyms for use with control measure symbols

Tactical Mission Tasks

- Tactical mission tasks defined
- Symbols for tactical mission tasks

Course of Action Sketch

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



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

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

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

Online U.S. Army Terminology and Symbology Resources

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

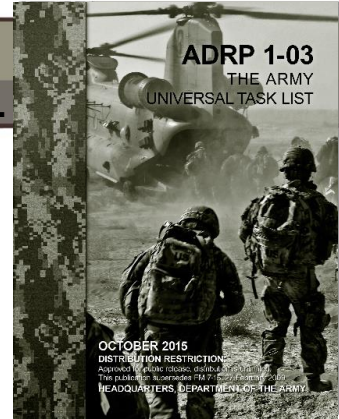
ADP 1-02 August 2012 and ADRP 1-02 November 2016

<https://armypubs.army.mil>

ADRP 1-03

The Army Universal Task List

To be updated in 2018.



Movement and Maneuver Warfighting Function

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

Intelligence Warfighting Function

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

Fires Warfighting Function

- Integrate fires
- Provide fire support
- Integrate air ground operations
- Employ air and missile defense

Sustainment Warfighting Function

- Provide logistics support
- Provide personnel support
- Provide health service support

Mission Command Warfighting Function

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

Protection Warfighting Function

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

Tactical Mission Tasks and Military Operations

- Conduct offensive tasks
- Conduct defensive tasks
- Conduct stability tasks
- Conduct defense support of civil authorities
- Conduct tactical mission tasks
- Conduct military tasks

The Army Universal Task List (AUTL) is the catalog of Army doctrinal collective tasks that provides a common language and reference system for doctrine, capability, and training developers.

The AUTL's link to the Universal Joint Task List (UJTL) at tactical, operational, and strategic levels aids analysts and planners in understanding the Army's role and integrating joint operations. The AUTL complements the UJTL by providing tactical level of war, Army-specific tasks.

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

ADP/ADRP 2-0

Intelligence

To be updated in 2018.

The Army conducts the intelligence warfighting function through these fundamental doctrinal constructs

Core Competencies: Basic activities and tasks used to describe the intelligence warfighting function and leverage the *intelligence enterprise*. The *intelligence enterprise* is the sum total of all intelligence efforts of the entire intelligence community.

- Intelligence synchronization (see ATP 2-01)
- Intelligence operations (see FM 2-0)
- Intelligence analysis (see ATP 2-33.4)

Intelligence Process: The *intelligence process* supports operations by describing how the intelligence warfighting function facilitates situational understanding and supports decision making.

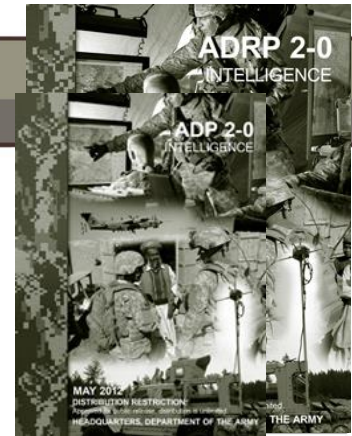
- Plan and direct
- Collect
- Produce
- Disseminate

Continuing Activities

- Analyze
- Assess

Intelligence Capabilities: The *intelligence capabilities* are those assets the intelligence warfighting function employs to execute the intelligence process.

- All-source intelligence
- Single-source intelligence
 - Counterintelligence (see ATP 2-22.2 VOL I, VOL II, & VOL III)
 - Geospatial intelligence (see ATP 2-22.7)
 - Human intelligence (see FM 2-22.3, ATP 2-22.31, ATP 2-22.33)
 - Measurement and signature intelligence (see ATP 2-22.8)
 - Open-source intelligence (see ATP 2-22.9)
 - Signals intelligence (see ATP 2-22.6, ATP 2-22.6 VOL II)
 - Technical intelligence (see ATP 2-22.4)
- Complementary intelligence capabilities
 - Biometrics-enabled intelligence (see ATP 2-22.82)
 - Cyber-enabled intelligence (see ATP 2-91.9 [when published])
 - Document and media exploitation (see ATP 2-91.8)
 - Forensic-enabled intelligence (see ATP 2-22.82)
- Processing, exploitation, and dissemination (PED)



ADP 2-0 and ADRP 2-0 describe the key aspects of intelligence support to unified land operations.

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

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

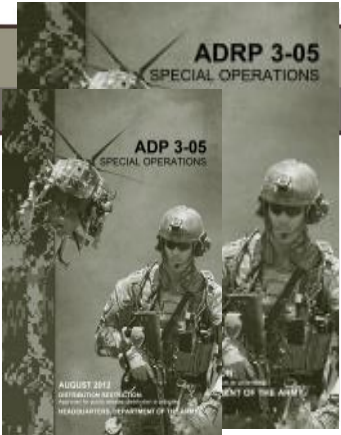
August 2012

<https://armypubs.army.mil>

ADP/ADRP 3-05

Special Operations

To be updated in 2018.



Army Special Operations Characteristics

All Army special operations share particular characteristics that set them apart from other elements of combat power. Army special operations have the following characteristics:

- Are low-visibility when required.
- Have a minimal signature or small footprint.
- Are used to foster habitual (indigenous) relationships.
- Are used to employ precise and timely direct action.

Critical Capabilities

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

Special Warfare

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

Surgical Strike

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

Regional Mechanisms

- Assessment
- Shaping
- Active deterrence
- Influence
- Disruption

Core Activities

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

Imperatives

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

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

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

August 2012

<https://armypubs.army.mil>

ADP/ADRP 3-07

Stability

To be updated in 2018.

Stability Principles

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

Stability Framework

- Initial response phase
- Transformation phase
- Fostering sustainability phase

End State Conditions

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

Primary Stability Tasks

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

Activities Associated with Stability

- Security cooperation
 - Security assistance
 - Security force assistance
 - Foreign internal defense
- Peace operations
 - Peacekeeping.
 - Peace enforcement.
 - Peacemaking.
 - Peace building.
 - Conflict prevention
- Transitions
- Security sector reform

Elements of the Security Sector

- State security providers
- Government security management and oversight bodies
- Civil society and other nonstate actors
- Nonstate security sector providers

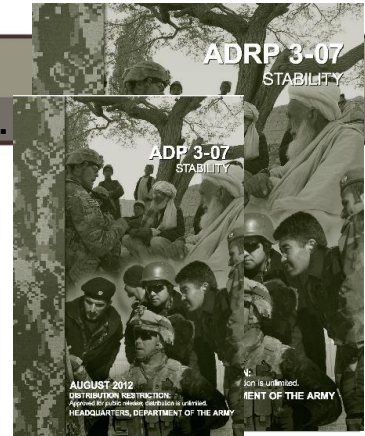
Efforts to Increase Stability

- Disarmament
- Demobilization
- Reintegration

District Stability Framework

Encourages unity of effort by providing a common framework to—

- Understand the environment from a stability-focused perspective.
- Include the local population and its perceptions.
- Identify the local sources of instability.
- Design activities that address the identified sources of instability.
- Monitor and evaluate activity measures of performance and measures of effectiveness, as well as changes in overall stability.



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

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

August 2012

<https://armypubs.army.mil>

ADP/ADRP 3-09

Fires

To be updated in 2018.

ADP 3-09

The Fires Warfighting Function

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

ADRP 3-09

Fires in Support of Unified Land Operations

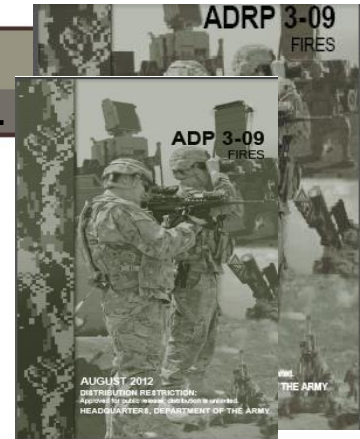
- Fires definitions
- Fires warfighting function
- Roles
- Core competencies
 - Air defense artillery
 - Field artillery
- Fires in support of unified land operations
- Fires in support of decisive action
 - Scalable capabilities
- Fires in support of offensive tasks
- Fires in support of defensive tasks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

Fires Organizations and Key Personnel

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

Fires in the Operations Process

- The operational process
- Fires and targeting
- Fires planning
- Air defense planning
- FA fire support planning



ADP 3-09 and ADRP 3-09 incorporate air and missile defense (AMD) and electronic attack (EA) in the Army fires warfighting function. Expanding on the Army's fires warfighting function, the term fires now includes fires from other Services, air defense artillery fires, and field artillery fires.

ADP 3-09 and ADRP 3-09 are crafted to support and guide integrated and interoperable systems delivering accurate and responsive fires with precision in any environment at any time.

ADP/ADRP 3-28

Defense Support of Civil Authorities To be updated in 2018.

Definition of Defense Support of Civil Authorities

DSCA is support provided by United States Federal military forces, DoD civilians, DoD contract personnel, DoD component assets, and National Guard forces (when the Secretary of Defense, in coordination with the Governors of the States, elects and requests to use those forces in Title 32, United States Code, status) in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events.

Purpose for Army Support

- Save lives
- Alleviate suffering
- Protect property

Characteristics of Army Support

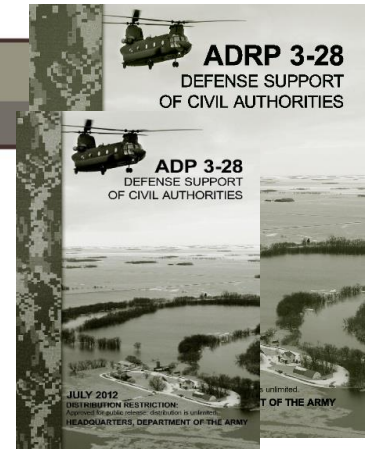
- State and federal laws define how military forces support civil authorities.
- Civil authorities are in charge; military forces support them.
- Military forces depart when civil authorities are able to continue without military support.
- Military forces must document costs of all direct and indirect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

Tasks for Army Support

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

Organization for Army Support

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



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

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

ADP/ADRP 3-37

Protection

To be updated in 2018.

Definition of Protection

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

Warfighting Function Protection Definition

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

Warfighting Function Supporting Tasks and Systems

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

Principles of Protection

- Comprehensive
- Integrated
- Layered
- Redundant
- Enduring

Considerations for Protection

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

Plan for Protection

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

Support Planning for Protection

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

Prepare for Protection

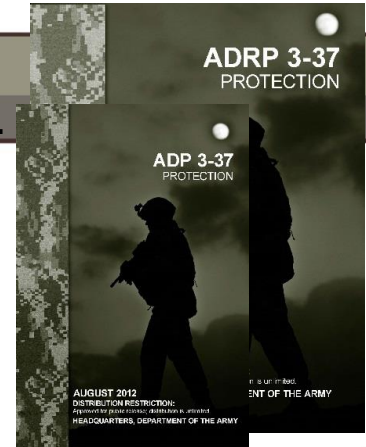
- Revise and refine the plan
- Determine protection indicators and warnings for information collection
- Emplace systems to detect threats to the CAL
- Direct OPSEC measures
- Prepare and improve survivability positions
- Liaison and coordinate with adjacent and protected units
- Rehearse
- Train with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

Execute for Protection

- Ensure that the protection focus supports the decisive operation
- Review and adjust the CCIR derived from protection tasks
- Review changes to graphic control measures and boundaries for the increased risk of fratricide
- Evaluate the effectiveness of tracking for constraints on personnel recovery
- Monitor the employment of security forces for gaps in protection or unintended patterns
- Evaluate the effectiveness of liaison personnel for protection actions
- Evaluate movement coordination and control to protect critical paths
- Monitor adjacent unit coordination procedures for terrain management vulnerabilities
- Monitor readiness rates of response forces involved in fixed-site protection
- Monitor force health protection

Assess for Protection

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



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

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

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

August 2012

<https://armypubs.army.mil>

ADP/ADRP 3-90

Offense and Defense

To be updated in 2018.

OFFENSE

Characteristics

- Audacity
- Concentration
- Surprise
- Tempo

Tasks

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

Forms of Maneuver

- Envelopment
- Flank attack
- Frontal attack
- Infiltration
- Penetration
- Turning movement

Planning Considerations

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

DEFENSE

Characteristics

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

Tasks

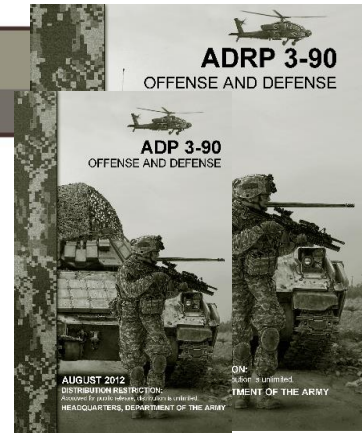
- Area defense
- Mobile Defense
- Retrograde
 - Delay
 - Withdrawal
 - Retirement

Forms of the Defense

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

Planning Considerations

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



ADP 3-0 and ADRP 3-0 are guides for action on conducting offensive and defensive operations.

Army forces use offensive operations to seize, retain, and exploit the initiative.

Army forces use defensive operations to create conditions for a counter-offensive, deny a vital area, attrit or fix the enemy, respond to a surprise attack, or increase the enemy's vulnerability.

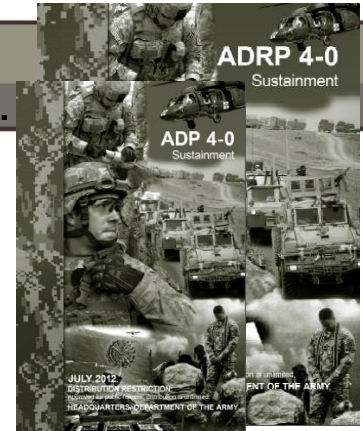
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ADP/ADRP 4-0

Sustainment

To be updated in 2018.



Principles of Sustainment

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

Sustainment of Unified Land Operations

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

Sustainment of Decisive Action

- Mission command of sustainment operations
- Sustainment planning
- Operational reach
- Freedom of action
- Endurance

Elements of Sustainment

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

Personnel Services

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

Health Service Support

- Casualty care
- Medical evacuation
- Medical logistics

ADP 4-0 and ADRP 4-0 describe principle-level doctrine for the sustainment of forces during decisive action operations. For the Army,

Sustainment is the provision of logistics, personnel services, and health service support necessary to maintain operations until successful mission completion.

Sustainment is accomplished through the integration of national and global resources and ensures Army forces are physically available and properly equipped at the right place and time to support the combatant commander.

July 2012

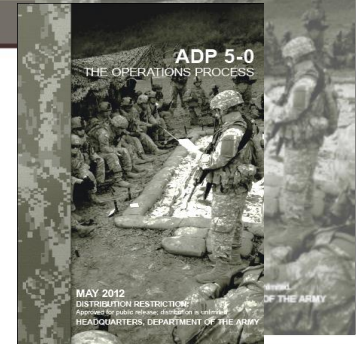
<https://armypubs.army.mil>

ADP/ADRP 5-0

The Operations Process

To be updated in 2018.

ADRP 5-0
THE OPERATIONS PROCESS



Principles of the Operations Process

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

Planning

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

Preparation

- Secure and protect the force
- Improve situational understanding
- Understand, rehearse, and refine the plan
- Integrate, organize, and configure the force
- Ensure forces and resources are ready and positioned
- Conduct preparation activities: Liaison – information collection – security – troop movement – network operations – manage terrain – prepare terrain – confirmation briefs – rehearsals – plans-to-operations transition – refine the plan – integrate Soldiers and units – task organize – train – pre-operations checks and inspections – build partnerships and teams

Execution

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

Assessment

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

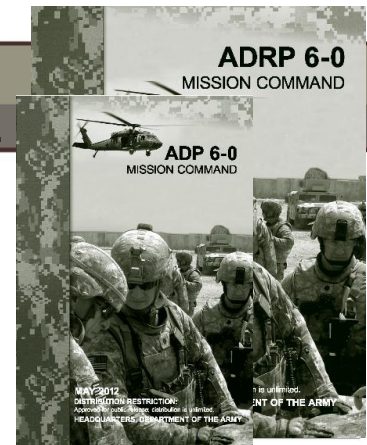
ADP 5-0 and ADRP 5-0 provide the framework for exercising mission command through the operations process: planning, preparing, executing, and continuously assessing.

Commanders, supported by their staffs, use the operations process to drive the conceptual and detailed planning necessary to understand, visualize, and describe their operational environment; make and articulate decisions; and direct, lead, and assess military operations.

ADP/ADRP 6-0

Mission Command

To be updated in 2018.



Principles of Mission Command Philosophy of Command

- Build cohesive teams through mutual trust
- Create shared understanding
- Provide a clear commander's intent
- Exercise disciplined initiative
- Use mission orders
- Accept prudent risk

Art of Command

- Authority
- Decision making
- Leadership

Science of Control

- Information
- Communications
- Structure
- Degree of control

Mission Command Warfighting Function

- Commander tasks:
 - Drive the operations process through their activities of understanding, visualizing, describing, directing, leading, and assessing operations.
 - Develop teams, both within their own organizations and with joint, interagency, and multinational partners.
 - Inform and influence audiences, inside and outside their organizations.
- Staff tasks:
 - Conduct the operations process
 - Conduct knowledge management and information management
 - Synchronize information-related capabilities
 - Conduct cyber electromagnetic activities
- Additional tasks:
 - Conduct military deception
 - Conduct civil affairs operations
 - Install, operate, and maintain the network
 - Conduct airspace control
 - Conduct information protection

Mission Command System

- Personnel
- Networks
- Information systems
- Processes and procedures
- Facilities and equipment

ADP 6-0 and ADRP 6-0 present the Army's guidance on command, control, and the mission command warfighting function.

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

May 2012

<https://armypubs.army.mil>

Human Resources Core Competencies

- **Man the Force** – Ensuring the Army acquires and retains the Nation’s best to ensure the right people are available at the right places with right skills to provide commanders with maximum flexibility to be operationally adaptable:
 - Personnel readiness management
 - Personnel accountability
 - Strength reporting
 - Retention operations
 - Personnel information management
- **Provide HR Services** – Functions which directly impact a Soldier’s status, assignment, qualifications, financial status, career progression, and quality of life which allow the Army leadership to effectively manage the force:
 - Essential personnel services
 - Postal operations
 - Casualty
- **Coordinate Personnel Support** – Those functions and activities which contribute to unit readiness by promoting fitness, building morale and cohesion, enhancing quality of life, and providing recreational, social, and other support services for Soldiers, DOD Civilians, and other personnel who deploy with the force:
 - Morale, welfare, and recreation operations
 - Command interest programs
 - Army band operations
- **Conduct HR Planning and Operations** – The means by which HR leaders envision a desired HR end state and articulates HR operations in support of the operational commander’s mission requirements:
 - HR planning and operations
 - Operate HR mission command nodes

Human Resources Enduring Principles

- **Integration** – Maximizes efficiency by joining all elements of HR support (tasks, functions, systems, processes, and organizations) with operations ensuring unity of purpose and effort to accomplish the mission.
- **Anticipation** – Relies on professional judgment resulting from experience, knowledge, education, intelligence, and intuition to foresee events and requirements.
- **Responsiveness** – Providing the right support to the right place at the right time.
- **Synchronization** – Ensure HR support operations effectively align with military actions, ensuring the HR operational process is planned, executed, and assessed.
- **Timeliness** – Ensures decision makers have access to relevant HR information and analysis across all echelons of HR support, supporting current and future operations in a near real-time common operational picture.
- **Accuracy** – Data input at the lowest level has a direct impact on decisions made at the highest level, as well as impacts on Soldiers and their Families. Accurate information impacts their career, retention, compensation, promotions, general well being for family members, and is absolutely critical for casualty processing.

Focus of Human Resources Support

- Agile and clear HR policies
- Effective HR practices
- Competency-based skills
- Outcome-oriented actions
- Self development

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

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

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

FM 1-04

Legal Support to the Operational Army

FM 1-04
LEGAL SUPPORT TO
THE OPERATIONAL ARMY

The Core Legal Disciplines

- Military justice
- International and operational law
- Administrative and civil law
- Contract and fiscal law
- Claims
- Legal assistance

Rules of Engagement, Rules for the Use of Force, and Targeting

- ROE drafting considerations
 - Operational requirements
 - Policy
 - Law
- Specific ROE provisions
 - Hostility criteria
 - Escalation of force procedures
 - Detention criteria

Detainee Operations

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

Defense Support of Civil Authorities Operations

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

Financial Management and Contracting

- Fiscal triad
- Deployment contracting

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

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

MARCH 2013
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HEADQUARTERS, DEPARTMENT OF THE ARMY

Religious Support (RS) Foundations

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

Required Capabilities

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

RS in Unified Land Operations

RS at Different Echelons

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

RS Integration into the Operations Process

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

FM 1-05 details principles of religious support to help commanders, their staffs, chaplain sections, and unit ministry teams plan and execute religious support throughout all phases and all echelons of unified land operations.

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

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

Core Competencies of Financial Management

- Fund the force
- Banking and disbursing
- Accounting support and cost management
- Pay support
- Management internal controls

Principles of Financial Management (FM)

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

Financial Management Mission

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

Financial Management Key Tasks

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

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

Financial management is defined as the sustainment of the U.S. Army and its unified action partners through the execution of fund the force, banking and disbursing, accounting support and cost management, pay support, and management internal controls.

FM 2-0

Intelligence Operations

FM 2-0

INTELLIGENCE OPERATIONS

FM 2-0 describes how military intelligence (MI) units and collection assets conduct intelligence operations to accomplish the tasks developed during information collection. FM 2-0 also contains the descriptions of the Army tactical tasks included in the intelligence warfighting function, doctrine on language support, and doctrine on employing remote sensors.

Information Collection

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

Information Collection and Intelligence Operations

At the tactical level, reconnaissance, surveillance, security operations, and intelligence operations are the primary means by which a commander conducts information collection to answer the CCIRs and to support operations. Information collection consists of the following tasks:

- Plan requirements and assess collection.
- Task and direct collection.
- Execute collection.

Intelligence Operations

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

Intelligence Operations Guidelines

They are not a checklist; rather, they describe ways to effectively and efficiently employ MI collection assets. Mirroring the fundamentals of reconnaissance, the intelligence operations guidelines support efforts that result in timely collection and reporting of the relevant, accurate information needed to produce intelligence. Commanders determine which guidelines to emphasize based on the situation:

- Ensure continuous intelligence operations.
- Orient on requirements.
- Provide mixed and overlapping coverage.
- Gain and maintain sensor contact.
- Report information rapidly and accurately.
- Provide early warning.
- Retain freedom of maneuver.

FM 2-0 discusses conduct intelligence operations. Conduct intelligence operations is one of four primary tasks conducted as part of information collection.

The primary purpose of Army intelligence operations is generating intelligence that supports the conduct of planning, preparation, execution, and assessment operations.

G-2s, intelligence planners, and intelligence unit commanders should be aware of the implications of and considerations associated with the general intelligence provisions and authorities.

April 2014

<https://armypubs.army.mil>

FM 2-22.3

HUMINT Collector Operations

Important Note: HUMINT interrogation must remain consistent with U.S. law; Law of War; relevant international law; DOD policy, directives, and instructions; and orders. (For specifics see page vii, para 5-50, and Appendix A for key extracts from the Geneva Conventions.)

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

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

The interrogation process is comprised of five areas:

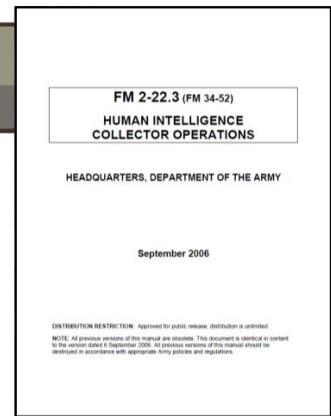
- Screening
- Planning and preparation
- Approach techniques and termination strategies
- Questioning
- Reporting

The 18 authorized interrogation approach techniques (they have varying approval and authorization channels):

- Direct approach
- Incentive approach
- Emotional approaches
 - Emotional Love Approach
 - Emotional Hate Approach
 - Emotional Fear-Up Approach
 - Emotional Fear-Down Approach
 - Emotional Pride and Ego Up Approach
 - Emotional Pride
 - Ego Down Approach
 - Emotional Futility Approach
- Other Approaches
 - We Know All, File and Dossier
 - Establish Your Identity
 - Rapid Fire
 - Change of Scenery.

Approaches requiring approval of the first 0-6 in the interrogators chain of command:

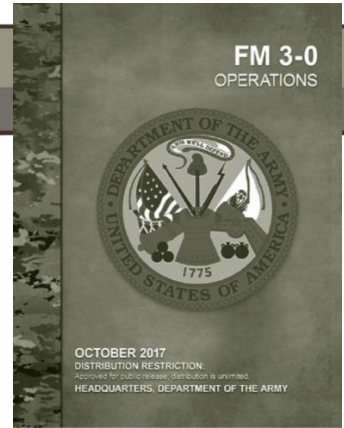
- Mutt and Jeff
- False flag
- Restricted interrogation technique
- Separation



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

FM 3-0

Operations



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

Threats

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

Considerations for Army Operations

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

Army Echelons

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

Operation Framework

- Deep area
- Close area
- Support area
- Consolidation area
- Operational framework considerations
 - Physical
 - Temporal
 - Virtual
 - Cognitive

Operations to Shape

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

Operations to Prevent

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

Large-scale Combat Operations

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

Large-scale Defensive Operations

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

Large-scale Offensive Operations

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

Operations to Consolidate Gains

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

Command and Support Relationships

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

Risk Considerations

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

FM 3-01

U.S. Air and Missile Defense Operations

Army Air and Missile Defense Operations

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

Air and Missile Defense Mission Command

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

Patriot Tactics

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

Avenger Tactics

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

Counter-Rocket, Artillery, and Mortar (C-RAM) Tactics

- Capabilities
- Deployment
- Employment planning and positioning considerations
- Engagement operations

Sentinel Tactics

- Capabilities
- Deployment

JLENS Tactics

- Capabilities
- Mission planning

Threat

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

AMD Planning

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

Terminal High Altitude Area Defense Employment

- March order and emplacement
- Internal system integration

Patriot Employment

- System emplacement and initialization
- Employment procedures

Avenger Employment

- Engaging aircraft
- Engagement procedures

C-RAM/Indirect Fire Protect Capability (IFPC) Employment

- Tactical movement
- Equipment operations

Sentinel Employment

- Positioning and employment
- Sentinel initialization

JLENS Employment

- Positioning
- March order and emplacement

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

NOVEMBER 2015

DISTRIBUTION RESTRICTION:
Distribution authorized to the SDO and SDC contractors only to protect information on technical or operations data of current technology in areas of significant or potentially significant military applications or that related to specific military deficiencies of potential adversaries. This determination was made on 11 September 2011. Other requests for this manual must be referred to the Commandant, United States Army Air Defense Artillery School, ATTN: ATDF-OD, Fort Gil, OK 73403-4000.

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This publication supersedes FM 3-01, dated 15 April 2014.

HEADQUARTERS, DEPARTMENT OF THE ARMY

FM 3-01 provides the ADA mission and a general overview of ADA organization, AMD mission command, AMD operations in support of ULO, and an ADA systems overview.

It discusses the ADA unit organization that supports ULO and provides employment and deployment tactics and procedures.

It discusses communication and fire control system integration in relation Air Defense Mission Command. It discusses the ADA role in BMD to best employ or deploy THAAD's, JLENS, and Patriot. It defines THAAD's, JLENS, and Patriot's role in support of ULO, C-UAS defense contribution, and land and air combat power preservation.

Army Aviation's Role in Unified Land Operations

- Army aviation's core competencies are indispensable to the Army Operating Concept.
- Army aviation cross-cuts all warfighting challenges and warfighting functions.
- Army aviation presents the enemy with multiple dilemmas, enabling the joint combined arms team to seize, retain, and exploit the initiative by attacking the enemy from multiple directions at the time and place of our choosing.
- In the future, Army aviation will support expeditionary maneuver across multiple domains and all environments by rapidly projecting landpower across wide areas to support tactical, operational, and strategic objectives.

Seven Core Competencies of Army Aviation

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

Air-Ground Operations

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

Manned-unmanned Teaming (MUM-T)

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

Aviation Attacks

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

Living Doctrine Supplement

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

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

It discusses the wide range of threats (traditional and hybrid), and the challenges and opportunities of operating in varied physical environments.

The manual includes five chapters and one appendix:

1. Army Aviation's Role in ULO
2. Organizations and Mission Command
3. Operations
4. Sustainment
5. Capabilities and Characteristics
- A. Support Requests, Briefs, and Checklists

FM 3-05

Army Special Operations

FM 3-05

ARMY SPECIAL OPERATIONS

Overview

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

Core Activities

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

Forces

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

Special Forces

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

Rangers

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

Special Operations Aviation

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

Sustainment

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

Communications System

- Special operations communications
- Special operations communications support

Intelligence

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

FM 3-05 provides doctrinal guidance on the organization and capabilities of Army special operations forces and outlines the necessary requirements for planning, preparing, and executing Army special operations forces missions.

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

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

Stability Tasks in Military Operations

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

Considerations for Transitions

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

Considerations to Achieve Unity of Effort

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

Stability Assessment Frameworks

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

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

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

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

FM 3-09

Field Artillery Operations and Fire Support

FM 3-09

FIELD ARTILLERY
OPERATIONS AND FIRE
SUPPORT

APRIL 2014
DISTRIBUTION RESTRICTION:
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HEADQUARTERS, DEPARTMENT OF THE ARMY

Field Artillery Operations

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

Fire Support

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

Fire Support and the Operations Process

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

Fire Support Coordination and Other Control Measures

- Fire support coordination measures
 - Permissive and restrictive FSCMS
- Boundary, phase line, and other key considerations for fire support
 - Boundaries
 - Phase lines and trigger lines
 - Position areas for artillery
- Target acquisition control and airspace coordinating measures
 - Radar zones
 - Airspace coordinating measures

FM 3-09 encompasses tactics for field artillery operations and fire support planning. Provides guidance for brigade, division, and corps on the employment of field artillery and planning, preparation, execution, and assessment of fire support.

This publication describes capabilities of the field artillery, how it is organized, and how field artillery supports the maneuver commander through the integration of all forms of fires.

April 2014

<https://armypubs.army.mil>

FM 3-11

Multi-Service Doctrine for CBRN Operations

Definition of CBRN Operations

The employment of tactical capabilities that counter the entire range of CBRN threats and hazards through WMD proliferation prevention, WMD counterforce, CBRN defense, and CBRN consequence management activities. CBRN operations support operational and strategic objectives to combat WMD and operate safely in a CBRN environment.

CBRN Threats and Hazards

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

U.S. Policy and Strategy

- Three pillars—nonproliferation, counterproliferation, and consequence management
- Strategic and operational context and consequence management

Counterproliferation Activities

Actions taken to defeat the threat and/or use of WMD against the U.S. and its military forces, friends, and allies

- WMD counterforce
 - WMD interdiction operations
 - WMD offensive operations
 - WMD elimination operations
- CBRN defense
 - Active defense
 - Passive defense

Basic Standards of Proficiency

- Survival standards
- Operating standards

Nonproliferation Activities

Actions taken to prevent proliferation of WMD

- Proliferation prevention
- Security cooperation and partner activities
- Threat reduction

Consequence Management Activities

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

Installation Emergency Management

- Installation command and staff responsibilities
- Emergency management program

Military Health System

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

CBRN Hazards

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

Treaties and Agreements

Describes treaties, legal statutes, and policy strictures on proliferation, testing, possession, and employment of CBRN weapons.



FM 3-11
MCWP 3-37.1
NOV 2-11
AFTTP 3-2.42

MULTI-SERVICE DOCTRINE
FOR
CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND
NUCLEAR OPERATIONS

JULY 2011

Headquarters, Department of the Army

FORMERLY: RESTRICTED; SPECIAL HANDLING: DATA ONLY (1) (1) (1) (1)

Work Order PDR: H3M09100

FM 3-11 provides tactical-level commanders and staffs with keystone doctrine for operations to prevent, counter, defend, and mitigate the entire range of CBRN threats, hazards, and effects—including support to combating CWMD activities in all operational environments.

It serves as a foundation for developing multi-Service and Service-specific manuals, standing operating procedures, and response standards and for refining existing training support packages, mission training plans, training center and unit exercises, and Service school curricula.

July 2011

<https://armypubs.army.mil>

FM 3-12

Cyberspace and Electronic Warfare Operations

FM 3-12

CYBERSPACE
AND ELECTRONIC
WARFARE OPERATIONS

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

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

APRIL 2017

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HEADQUARTERS, DEPARTMENT OF THE ARMY
FORM 3-12 (REV 07/2016) This publication supersedes FM 3-12, dated 12 February 2014.

Cyberspace and Electronic Warfare Operations Fundamentals

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

Characteristics of Cyberspace

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

Risks in Cyberspace

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

Electronic Warfare Operations

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

Electronic Warfare Employment Considerations

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

Spectrum Management

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

Relationships with Cyberspace and the Electromagnetic Spectrum

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

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

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

April 2017

<https://armypubs.army.mil>

Information Operations Overview

- Section I – operational and information environments
- Section II – information operations defined and described
- Section III – information operations and combat power

Information Operations and Decisive Action

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

Roles, Responsibilities, Relationships, and Organizations

- The commander
- The staff
- The information operations officer
- Information-related capabilities
- Information operations support units
- Individual Soldiers and Army civilians

Planning

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

Preparation

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

Execution

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

Targeting Integration

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

Assessment

- Assessment prioritization
- Assessment rationale
- Principles that enhance the effectiveness of information operations assessment
- Information operations assessment considerations

Brigade and Below Information Operations

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

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

FM 3-14

Army Space Operations

Space operating environment is harsh. Possible impacts to mission should be taken into account during all phases of planning cycles. Source of interference may come from—

- Operating environment (naturally occurring)
- Man-made (contested electromagnetic spectrum)

Satellite orbits are conducive to specific type of missions that support Army operations:

- Low Earth orbit – imagery, surveillance and reconnaissance, weather collection
- Medium Earth orbit – position, navigation, and timing (PNT)
- Geosynchronous Earth orbit – missile warning, surveillance and reconnaissance, weather collection

Space mission areas are the framework to deliver effects and support to the warfighter:

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

Planning space operations requires integrating space with all other planning activities and processes of the organization to ensure effects are delivered and capabilities are available.

- Annex N – *Space Operations* is used to describe how space operations support is integrated into the concept of operations described in the base plan or order.

Army space forces are integrated into all major combat elements:

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

Army space operations is also responsible for—

- SATCOM – satellite transmission and payload control of all military narrowband and wideband communications.
- Friendly force tracking for U.S., joint, and allied forces.

FM 3-14

ARMY SPACE OPERATIONS

FM 3-14 provides guidance on the use and applicability of space operations.

Army space operations is firmly established in national and Service level policies.

Space capabilities enable the Army to navigate, communicate, target the enemy, and protect the forces.

Space operations are an inherently joint venture and Army space forces operate in joint, Inter-organizational, and multinational environments.

Space capabilities provide a global perspective as satellites allow routine access to anti-access and denied areas of the Earth.

Fundamentals of Multinational Operations

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

Command and Control in Multinational Operations

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

Human Resource Challenges of Multinational Operations

- Human Resource Support
- Legal Considerations for Commanders
- Environmental Considerations

Intelligence Concerns for Multinational Operations

- Multinational intelligence and multinational information sharing
- Multinational forces operations planning
- Multinational forces communications and processing

Planning Challenges for Multinational Operations

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

Sustainment Challenges in Multinational Operations

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

Inform and Influence Challenges in Multinational Operations

- Information environment in multinational operations

Protection in a Multinational Environment

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

Civil Affairs Operations

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

Resource Management Challenges in Multinational Operations

- Multinational resource management
- Multinational resource manager
- Interorganizational resource guidance

Medical Support in Multinational Operations

- Army health system role and principles
- Command relationships in medical support
- Health threat assessment

Operational Considerations for Multinational Forces

- Military capabilities
- Fire support
- Interoperability and standardization in multinational forces

Maritime Operations in Multinational Operations

- Characteristics of maritime forces
- Employment of maritime forces
- Maritime constabulary functions

Air Operations in Multinational Operations

- Multinational air operations principles
- Airfield operations
- Unmanned aircraft systems

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

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

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

The Role of Special Forces

- Strategic context
- Special forces operations within the range of military operations
- Army unified land operations
- Special forces–conventional force coordination and integration
- The nature and limitations of special forces

Special Forces Principal Tasks

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

Special Forces Operational Mission Criteria

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

Organization

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

Employment

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

Planning Considerations

- For the conduct of unconventional warfare
- For the conduct of foreign internal defense

Sustainment

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

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

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

FM 3-22

Army Support To Security Cooperation

Security Cooperation In Support of Combatant Commands

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

Army Role in Security Cooperation

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

Legal Foundations and Authorities

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

Army Planning and Assessment Considerations

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

Preparation and Execution Considerations

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

Brigade Operations

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

Considerations for Working Effectively With Foreign Security Forces

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

FM 3-22

ARMY SUPPORT
TO SECURITY
COOPERATION

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

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

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

January 2013

<https://armypubs.army.mil>

Strategic and Operational Context

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

Insurgencies

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

Counterinsurgencies

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

FM 3-24 provides doctrine on how to understand a counterinsurgency environment, determine the counterinsurgency problem, and plan and execute operations in that environment.

It provides guidance to commanders and staffs facing the unique challenges of countering an insurgency.

FM 3-27

Army Global Ballistic Missile Defense Operations

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

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

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

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

- Army GBMD based on joint principles:
 - Unity of effort
 - Unity of command
 - Centralized planning
 - Decentralized execution
- Ground-based midcourse defense (GMD) operations: the mission is to defend the U.S. and designated areas against IRBM and ICBM attacks in the midcourse phase of flight.
- Protection operations: the mission is to preserve GBMD capability to include protecting—
 - Personnel
 - Physical security system level assets
 - Information of the U.S. military

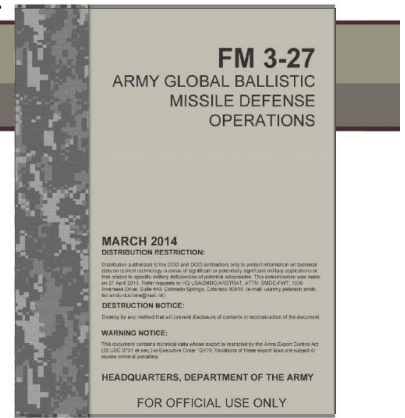
Sustainment – each site is unique and poses its own challenges for sustainment and operations. GBMD is contract dependent for logistics and operational support.

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

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

- GMD ground systems – fire control system, launch support system, interceptor communication system and the GMD communications network.
- Space domain – Space Based Infra-Red System (SBIRS) constellation consists of SBIRS satellites and legacy Defense Satellite Program satellites.
- Land Domain – a network of ground-based radars.
- Sea Domain – Sea-based X-band radar and Aegis BMD naval vessels.
- GBMD battle management element – Command, Control, Battle Management, and Communications system (C2BMC).

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



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

GBMD is defense against ballistic missile threats that cross one or more geographic combatant commander boundaries and requires synchronization among the affected combatant commanders.

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

Engineer Regiment

- The engineer regiment exists to provide the freedom of action for land power by mitigating the effects of terrain
- Three engineer disciplines—combat, general, and geospatial engineering
- Engineer organizations operate concurrently with each other (United States Army Corps of Engineers, Army military engineer units, and Army commands)
- Operating-force engineers (organic, EAB, and BCT)
- Engineer force tailoring (selecting forces based on a mission and recommended deployment sequence)
- United States Army Corps of Engineers (direct reporting unit, Emergency Support Function #3 assistance to DHS)

Engineer Support to Unified Land Operations

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

Integrating Engineer Support

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

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

It presents the overarching doctrinal guidance and direction for conducting engineer activities and shows how it contributes to decisive action.

FM 3-34 focuses on synchronizing and coordinating the diverse range of capabilities in the Engineer Regiment to support the Army and its mission successfully.

FM 3-39

Military Police Operations

FM 3-39

MILITARY
POLICE
OPERATIONS

Military Police Competencies

- Soldiering
- Policing
- Investigations
- Corrections

Policing Principles

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

Military Police Organizations

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

Support to Army Operations

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

Sustainment Support

Military Police Disciplines (integrated areas of expertise)

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

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

Military police operations are viewed through a policing and corrections lens that focuses efforts on civil order maintenance, threat mitigation, and personnel and asset protection, regardless of an operational environment.

Personnel Recovery Mission

- Directed in DOD Directive 3002.01, *Personnel Recovery in the DoD*
- Planning, preparation, execution, and assessment efforts to recover and reintegrate Army personnel that are isolated in an operational environment
- Additional components of personnel recovery include—
 - Code of Conduct training
 - Survival, evasion, resistance, and escape
 - Post-isolation debriefing

Three Focal Groups

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

Five Tasks

- Report
- Locate
- Support
- Recover
- Reintegrate

Four Methods

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

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

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

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

FM 3-52

Airspace Control

FM 3-52

Airspace Control

Airspace Control Operational Context

- Airspace in an operational environment
- Joint airspace control
- Methods of Army airspace control
- Airspace control and the operations process

Airspace Control in Operations

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

Airspace Control Planning and Preparation

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

Common Reference Systems

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

Collective Tasks for Airspace Control

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

Types of Airspace Coordinating Measures

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

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

FM 3-53

Military Information Support Operations

FM 3-53
MILITARY INFORMATION
SUPPORT OPERATIONS

January 2013

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Military Information Support Operations Missions

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

Five Core Tasks

- Advise
- Plan
- Develop
- Deliver
- Assess

Forces

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

Planning and Execution Authorities

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

Four Department of Defense Categories of Attribution

- Immediate U.S. attribution
- Concurrence by host-nation or partner-nation organization
- Delayed attribution
- Nonattribution

Psychological Operations Soldiers Advise Commanders On—

- Understanding the operational environment
- Visualizing the operational environment
- Describing the operational environment
- Directing military information support operations to change behavior
- Assessing changes in target audience behavior

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

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

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

FM 3-55

Information Collection

FM 3-55
INFORMATION
COLLECTION

Foundations

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

Commander and Staff Roles and Responsibilities

- Commander's role
- Commander's needs
- Commander's guidance
- Staff's role
- Working group's input

Planning and Assessment

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

Tasking and Directing

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

Information Collection Assets

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

Joint Intelligence, Surveillance, and Reconnaissance

- ISR and unified action
- ISR concepts
- ISR doctrine
- ISR resources
- ISR planning systems
- National ISR resources and guidelines
- Joint ISR
- Joint ISR organization

Information Collection Annex to the Operation Order

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

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<https://armypubs.army.mil>

FM 3-57

Civil Affairs Operations

FM 3-57
CIVIL AFFAIRS
OPERATIONS

Role

- To engage and influence unified action partners and indigenous populations and institutions
- To establish and conduct military government operations
- To provide civil considerations expertise through the planning and execution of civil affairs operations
- To enable civil-military operations

Intent

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

Civil Affairs Organizations

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

Civil Affairs Operations

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

Civil Affairs Operations Core Tasks

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

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HEADQUARTERS, DEPARTMENT OF THE ARMY

FM 3-57 clarifies the role of civil affairs forces in the execution of civil affairs operations and in support of civil-military operations.

It describes the core tasks, organizations, functions, characteristics, and limitations of Army civil affairs forces in support of unified land operations by both conventional and special operations forces during all phases of operations.

Civil affairs forces are one of the primary resources a commander has to assist in dealing with the complex and ever-changing civil component of an operational environment.

Civil affairs forces are trained, organized, and equipped to plan, execute, and assess civil affairs operations in support of the commander's concept for civil-military operations.

FM 3-61

Public Affairs Operations

FM 3-61

PUBLIC AFFAIRS OPERATIONS

Mission

The Army public affairs informs internal and external publics and fulfills the Army's obligation to keep the American people and the Army informed by—

- Establishing conditions that lead to trust in the Army
- Instilling confidence in Army readiness to conduct unified land operations.

Organization

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

Primary Functions

- Public information
- Command information
- Community engagement

Core Tasks

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

Required Capabilities

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

Discussions

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

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

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

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

April 2014

<https://armypubs.army.mil>

Principles

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

Categories

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

General Protection and Detainee Care

- Humane treatment policies
- Interrogations
- Prosecution
- Abuse or mistreatment

Command and Staff Roles and Responsibilities

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

Detainee Operations

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

Host Nation Correction Training and Support

- Challenges
- Resources
- End state

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

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

Mission and Organization

The maneuver enhancement brigade is a unique, multifunctional, mission command headquarters that is organized to perform support area operations for the echelon that it supports. It also has the Army capability to perform maneuver support operations.

Characteristics

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

Primary and Subordinate Tasks

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

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

The MEB is designed to provide mission command of forces from multiple branches, but especially those that conduct support area and maneuver support operations for the force.

FM 3-90-1

Offense and Defense

FM 3-90-1

OFFENSE AND
DEFENSE
VOLUME 1

Characteristics of the Offensive

- Surprise
- Concentration
- Tempo
- Audacity

Army Offensive Tasks

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

Forms of Offensive Maneuver

- Envelopment
- Turning movement
- Frontal attack
- Penetration
- Infiltration
- Flank attack

Actions by friendly forces

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

Characteristics of the Defense

- Disruption
- Flexibility
- Maneuver
- Massing effects
- Operations in depth
- Preparation
- Security

Army Defensive Tasks

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

Basic Tactical Control Measures

- Airspace coordinating measures
- Area of operations
- Assembly areas
- Boundaries
- Checkpoint
- Contact point
- Critical friendly zone
- Direct fire control measures
- Fire support coordination measures
- Forward line of own troops
- Line of contact
- Movement corridor
- Named area of interest
- Obstacle control measures
- Phase line
- Position area for artillery
- Route
- Target area of interest
- Common offensive control measures

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

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

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<https://armypubs.army.mil>

FM 3-90-2

Reconnaissance, Security, and Tactical Enabling Tasks

Reconnaissance

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

Security Operations

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

Troop Movement

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

Relief in Place

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

Passage of Lines

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

Encirclement Operations

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

FM 3-90-2

Reconnaissance, Security, and Tactical Enabling Tasks

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

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

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<https://armypubs.army.mil>

FM 3-94

Theater Army, Corps, and Division Operations

FM 3-94

THEATER ARMY,
CORPS, AND
DIVISION
OPERATIONS

Land Power Tailored for the Joint Force

- Echelons above brigade:
 - Combatant command through tactical units
 - Operational and administrative chains of command
 - Army Service component command and ARFOR in a JOA
 - Army logistics and medical support
 - Operational areas
- Theater army
 - Army Service Component Command (ASCC assigned to GCC)
 - Unified action in the GCC
 - Theater army and campaigns
 - Defense support of civil authorities
 - Theater army headquarters

Theater-level Commands and Units

- Assigned and aligned theater forces
- Other theater-level forces

The Army Corps

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

Corps Operations

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

Division Roles and Organization

- Roles of the division
- Subordinate forces
- The division headquarters

Division Operations

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

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

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

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

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FM 3-96

Brigade Combat Team

FM 3-96

(FM 3-90.6)

BRIGADE COMBAT TEAM

Organizations

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

Potential Threats

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

Fundamentals of BCT

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

Forms of BCT Reconnaissance

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

Fundamentals of BCT Security Operations

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

Understand, Shape, Influence, and Consolidate Gains

Addresses the missions and efforts required to shape and influence the operational environment through understanding.

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

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

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

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<https://armypubs.army.mil>

FM 3-98

Reconnaissance and Security Operations

Contributions

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

Key Contributions and Characteristics of Cavalry Formations

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

Key Aspects and Links

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

Areas of Emphasis for BCT Priority Intelligence Requirements

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

Security Themes

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

FM 3-98

Reconnaissance and Security
Operations

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

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

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

July 2015

<https://armypubs.army.mil>

Airborne and Air Assault Operations Key Constructs

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

Principal Audience

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

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

- Forcible entry operations
- Vertical envelopment

Focus of Airborne Operations

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

Focus of Air Assault Operations

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

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

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

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

Providers

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

Principles

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

Tenets of Army Transportation Operations

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

Transportation Functions

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

FM 4-01 provides authoritative doctrine for transportation operations that support unified land operations.

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

Transportation operations are critical for theater opening and the Army's transportation expeditionary capabilities that play an important role in early entry operations.

Army Health System (AHS) Mission's Warfighting Functions

- Health service support (HSS)
- Force health protection (FHP)

Army Health System Fundamentals

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

Health Service Support Mission Sets

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

Force Health Protection

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

Roles of Medical Care

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

AHS Medical Functions

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

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

The Ordnance Corps

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

Munitions Operations

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

Explosive Ordnance Disposal (EOD) Operations

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

Maintenance Operations

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

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

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

Quartermaster Operations

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

Supply Operations

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

Field Service Operations

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

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

FM 4-40 provides commanders an understanding of quartermaster principles, organizations, and procedures within the context of decisive action.

The manual provides a basic doctrinal discussion on the organization and operations of quartermaster units within the Army.

Logistics Overview

- o Logistics support to unified land operations
- o Principles of logistics
- o Elements of logistics

Strategic Level Logistics

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

Operational and Tactical Level Logistics

- o Operational environment
- o Theater structure
- o Geographic combatant command
- o Theater logistics structure and mission command
- o Control
- o Command and support relationships

Integrating Logistics Into Operations

- o Integrating logistics into the operations process
- o Assessment for logistics operations
- o Planning logistics operations
- o Preparing for logistics operations
- o Executing logistics operations
- o Terminating joint operations

FM 4-95 is the Army's doctrine for Army logistics operations at the strategic, operational, and tactical levels of war.

Logistics is planning and executing the movement and support of forces. It includes those aspects of military operations that deal with design and development; acquisition, storage, movement, distribution, maintenance, and disposition of materiel; acquisition or construction, maintenance, operation, and disposition of facilities; and acquisition or furnishing of services.

FM 6-0

Commander and Staff Organization and Operations

FM 6-0

COMMANDER AND STAFF ORGANIZATION AND OPERATIONS

Types of Command Posts

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

Functional and Integrating Cells

- Plans cell
- Current operations integrating cell
- Future operations

Planning Horizons

- Long range
- Mid range
- Short range

Primary Staff Responsibilities

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

Types of Staff Officer

- Coordinating
- Special
- Personal

Knowledge Management

Components

- People
- Processes
- Tools
- Organization

Information Management

Tasks

- Collect
- Store
- Display
- Disseminate
- Protect

Types of Problems

- Well structured
- Medium structured
- Ill-structured

Problem-Solving Process

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

Types of Military Briefings

- Information
- Decision
- Mission
- Staff

Types of Running Estimates

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

Steps of the Military

Decisionmaking Process

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

Steps of Troop Leading

Procedures

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

Military Deception Principles

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

Rehearsals methods

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

Rehearsal Types

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

Liaison Activities

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

Rapid Decision-Making And Synchronization Process

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

Assessment Activities

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

Assessment Planning Steps

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

Types of After Action Reviews

- Informal
- Formal

Army Command

Relationships

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

Army Support Relationships

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

Types of Plans

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

Types of Orders

- Operation order
- Fragmentary order
- Warning order

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

May 2014

<https://armypubs.army.mil>

FM 6-02

Signal Support to Operations

FM 6-02

SIGNAL SUPPORT TO
OPERATIONS

JANUARY 2014
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Signal Support to Operations

- Support to warfighting functions
- Signals role in cyberspace operations

Core Competencies and Essential Capability of the Signal Corps

- Department of Defense information network operations
- Network transport and information services
- Spectrum management operations
- Visual information operations
- Communications security

Roles and Responsibilities of Signal Organizations

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

Secure Network Supporting Operations

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

Visual Information and Combat Camera

- Visual information support
- Combat camera units and documentation

FM 6-02 describes signal support to the Army's mission, commanders, staff officers, and signal personnel.

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

January 2014

<https://armypubs.army.mil>

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

Summary

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

Scope

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

Applicability

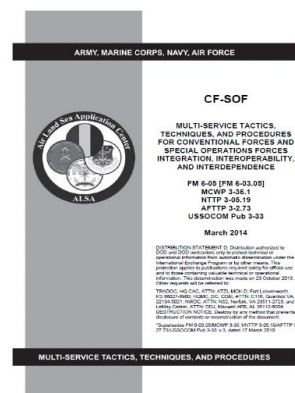
- Joint forces
- Commanders
- Staffs

Conventional Forces and Special Operations Forces Overview

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

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

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



This multi-Service tactics, techniques, and procedures (MTTP) publication provides a comprehensive reference for commanders and staffs at the operational and tactical levels with standardized techniques and procedures to assist in planning and executing operations requiring integration between conventional forces (CF) and special operations forces (SOF) occupying the same area of operation.

March 2014

<https://armypubs.army.mil>

FM 6-22

Leader Development

Tenets of Leader Development

- Commitment by Army, superiors, and individuals
- Clear purpose and intentionality (program creation and evaluation)
- Supportive conditions (relationships and culture of learning)
- Mutually supportive domains (institutional, operational, and self-development) that enable education, training, and experience
- Providing, accepting, and acting upon assessment and feedback

Leaders must be developed to—

- Be an individual contributor
- Lead at the direct level
- Lead organizations
- Lead functions
- Lead integration
- Lead large organizations
- Lead the enterprise

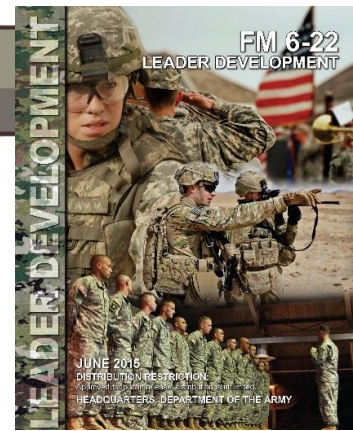
Fundamentals of Leader Development

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

Self-development Process

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

Leader performance indicators provide a framework for accurate and descriptive observations.



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

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

June 2015

<https://armypubs.army.mil>

FM 6-99

U.S. Army Report and Message Formats

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

Message Organization

- Heading
- Body
- conclusion

Report Formats Numbering System

- Line number and name
- Date and time group
- Units
- Locations
- Addition or deletion of line numbers

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

FM 7-0

Train to Win in a Complex World

Training Fundamentals

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

Unit Training Plan

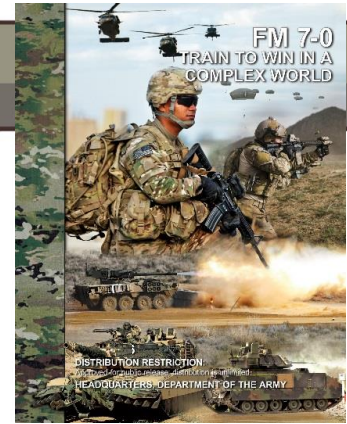
- Attain and maintain training readiness
- The Army Operations Process as the Army's training framework
- Conduct Mission analysis
- Develop courses of action (COA)
- Determine time management cycles
- Determine the events to train
- Develop training objectives
- Use a crawl-walk-run methodology
- Consider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

Training Events

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

Appendices:

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



FM 7-0 provides doctrinal guidance on how unit commanders attain and maintain unit training readiness. Using the framework of the Army's operations process, each training event follows a plan, prepare, execute, and assess approach.

It provides the how-to details and procedures for unit leaders to coordinate and resource unit training to obtain the most effective training results possible.

FM 7-0 supports the fundamental training doctrine found in ADP 7-0 and ADRP 7-0.

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

Components of Physical Readiness Training

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

Phases of Physical Readiness Training

- Initial conditioning phase
- Toughening phase
- Sustaining phase
- Reconditioning

Principles of Physical Readiness Training

- Precision
- Progression
- Integration

Types of Physical Readiness Training

- On-ground training
- Off-ground training
- Combatives training

Philosophy

- Approach
- System
- Leadership

Strategy

- Types of programs
- Planning considerations
- Special conditioning programs

Activities

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

Programs of Physical Readiness Training

- Initial military training
- Advanced individual training
- One station unit training
- Warrant Officer Candidate School
- Basic officer leader courses
- Active and Reserve Components

Army Physical Fitness Test

- Push-ups
- Sit-ups
- Two-mile run

Environmental Considerations

- Heat
- Cold
- Hydration and nutrition
- Altitude
- Pollution
- Sunlight

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

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

Army Techniques Publications

The following is a list of ATPs published and available as of 8 January 2018.

ATP 1-0.1	<i>G-1/AG and S-1 Operations</i>	03/23/2015
ATP 1-0.2	<i>Theater-Level Human Resources Support</i>	01/25/2017
ATP 1-02.1	<i>Multi-Service Tactics, Techniques, and Procedures for Multi-Service Brevity Codes</i>	07/26/2016
ATP 1-05.01	<i>Religious Support and the Operations Process</i>	05/12/2014
ATP 1-05.02	<i>Religious Support to Funerals and Memorial Ceremonies and Services (includes change 1)</i>	03/29/2013
ATP 1-05.03	<i>Religious Support and External Advisement</i>	05/03/2013
ATP 1-05.04	<i>Religious Support and Internal Advisement</i>	03/23/2017
ATP 1-06.1	<i>Field Ordering officer (FOO) and Pay Agent (PA) Operations</i>	05/10/2013
ATP 1-06.2	<i>Commanders' Emergency Response Program</i>	05/22/2017
ATP 1-06.3	<i>Banking Operations</i>	01/23/2015
ATP 1-06.4	<i>Internal Controls</i>	05/12/2016
ATP 1-19	<i>Army Music</i>	02/13/2015
ATP 1-20	<i>Military History Operations (includes change 1)</i>	06/09/2014
ATP 2-01	<i>Plan Requirements and Assess Collection</i>	08/19/2014
ATP 2-01.3	<i>Intelligence Preparation of the Battlefield/Battlespace (includes change 1)</i>	11/10/2014
ATP 2-19.1	<i>(U) Echelons Above Corps Intelligence Organizations (S)</i>	12/17/2015
ATP 2-19.3	<i>Corps and Division Intelligence Techniques (includes change 1)</i>	03/26/2015
ATP 2-19.4	<i>Brigade Combat Team Intelligence Techniques</i>	02/10/2015
ATP 2-22.2-1	<i>Counterintelligence Volume I: Investigations, Analysis and Production, and Technical Services and Support Activities (U)</i>	12/11/2015
ATP 2-22.2-2	<i>(U) Counter Intelligence Volume II: Operations and Collection Activities (S)</i>	12/22/2016
ATP 2-22.4	<i>Technical Intelligence</i>	11/04/2013
ATP 2-22.6	<i>(U) Signals Intelligence Techniques (TS)</i>	12/17/2015
ATP 2-22.6-2	<i>(U) Signals Intelligence Volume II: Reference Guide</i>	06/20/2017
ATP 2-22.7	<i>Geospatial Intelligence</i>	03/26/2015
ATP 2-22.8	<i>(U) Measurement and Signature Intelligence (S//NF)</i>	05/30/2014
ATP 2-22.9	<i>Open-Source Intelligence (U)</i>	06/30/2017
ATP 2-22.31	<i>(U) Human Intelligence Military Source Operations Techniques (S//NF)</i>	04/17/2015
ATP 2-22.33	<i>(U) 2X Operations and Source Validation Techniques (S//NF)</i>	09/09/2016
ATP 2-22.82	<i>Biometrics-Enabled Intelligence (U)</i>	11/02/2015
ATP 2-22.85	<i>Multi-Service Tactics, Techniques and Procedures for Tactical Employment of Biometrics in Support of Operations</i>	05/06/2016
ATP 2-33.4	<i>Intelligence Analysis</i>	08/18/2014
ATP 2-91.7	<i>Intelligence Support to Defense Support of Civil Authorities</i>	06/29/2015
ATP 2-91.8	<i>Techniques for Document and Media Exploitation</i>	05/05/2015
ATP 2-91.9	<i>(U) Intelligence Operations in a Cyberspace Electromagnetic Activities Environment (TS) (includes change 1)</i>	08/03/2017
ATP 3-01.4	<i>Multi-Service Tactics Techniques and Procedures for Joint Suppression of Enemy Air Defense (J-SEAD)</i>	12/15/2015
ATP 3-01.7	<i>Air Defense Artillery Brigade Techniques</i>	03/16/2016
ATP 3-01.8	<i>Techniques for Combined Arms for Air Defense</i>	07/29/2016
ATP 3-01.15	<i>Multi-Service Tactics, Techniques, and Procedures for an Integrated Air Defense System (includes change 1)</i>	09/09/2014
ATP 3-01.16	<i>Air and Missile Defense Intelligence Preparation of the Battlefield (AMD IPB)</i>	03/31/2016
ATP 3-01.18	<i>Stinger Team Techniques</i>	08/23/2017
ATP 3-01.48	<i>Sentinel Techniques</i>	03/04/2016
ATP 3-01.50	<i>Air Defense and Airspace Management (ADAM) Cell Operation</i>	04/05/2013
ATP 3-01.60	<i>Counter-Rocket, Artillery, and Mortar Operations</i>	05/10/2013
ATP 3-01.64	<i>Avenger Battalion and Battery Techniques</i>	03/10/2016
ATP 3-01.81	<i>Counter-Unmanned Aircraft System Techniques</i>	04/13/2017
ATP 3-01.85	<i>Patriot Battalion Techniques</i>	03/22/2016

ATP 3-01.87	<i>Patriot Battery Techniques (includes change 1)</i>	04/15/2016
ATP 3-01.91	<i>Terminal High Altitude Defense (THAAD) Techniques</i>	08/26/2013
ATP 3-01.94	<i>US Army Air and Missile Defense Command Operations</i>	04/20/2016
ATP 3-04.1	<i>Aviation Tactical Employment</i>	04/13/2016
ATP 3-04.7	<i>Army Aviation Maintenance</i>	09/11/2017
ATP 3-04.18	<i>Multi-Service Tactics, Techniques, and Procedures for Air Operations in Maritime Surface Warfare</i>	02/15/2016
ATP 3-04.64	<i>Multi-Service Tactics, Techniques, and Procedures for the Tactical Employment of Unmanned Aircraft Systems</i>	01/22/2015
ATP 3-04.94	<i>Army Techniques Publication for Forward Arming and Refueling Points</i>	01/26/2012
ATP 3-05.1	<i>Unconventional Warfare (includes change 1)</i>	09/06/2013
ATP 3-05.2	<i>Foreign Internal Defense</i>	08/19/2015
ATP 3-05.11	<i>Special Operations Chemical, Biological, Radiological, and Nuclear Operations</i>	04/30/2014
ATP 3-05.20	<i>Special Operations Intelligence</i>	05/03/2013
ATP 3-05.40	<i>Special Operations Sustainment</i>	05/03/2013
ATP 3-05.60	<i>Special Operations Communications System</i>	11/30/2015
ATP 3-05.68	<i>Special Operations Noncombatant Evacuation Operations</i>	09/30/2014
ATP 3-05.71	<i>(U) Army Special Operations Forces Resistance and Escape (C)</i>	02/26/2014
ATP 3-06	<i>Urban Operations</i>	12/07/2017
ATP 3-06.1	<i>Aviation Urban Operations Multi-Service Tactics, Techniques, and Procedures for Aviation Urban Operations</i>	04/27/2016
ATP 3-06.20	<i>Multi-Service Tactics, Techniques, and Procedures for Cordon and Search Operations</i>	08/18/2016
ATP 3-07.5	<i>Stability Techniques</i>	08/31/2012
ATP 3-07.6	<i>Protection of Civilians</i>	10/29/2015
ATP 3-07.10	<i>Advising Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Security Forces</i>	11/13/2017
ATP 3-07.31	<i>Multi-Service Tactics, Techniques, and Procedures for Peace Operations (includes change 1)</i>	11/01/2014
ATP 3-09.02	<i>Field Artillery Survey</i>	02/16/2016
ATP 3-09.12	<i>Field Artillery Target Acquisition</i>	07/24/2015
ATP 3-09.13	<i>The Battlefield Coordination Detachment</i>	07/24/2015
ATP 3-09.23	<i>Field Artillery Cannon Battalion</i>	09/24/2015
ATP 3-09.24	<i>Techniques for the Fire Brigade</i>	11/21/2012
ATP 3-09.30	<i>Observed Fires</i>	09/28/2017
ATP 3-09.32	<i>JFIRE Multi-Service Tactics, Techniques, and Procedures for the Joint Application of Firepower</i>	01/21/2016
ATP 3-09.34	<i>Kill Box Multi-Service Tactics, Techniques, and Procedures for Kill Box Planning and Employment</i>	04/16/2014
ATP 3-09.42	<i>Fire Support for the Brigade Combat Team</i>	03/01/2016
ATP 3-09.50	<i>The Field Artillery Cannon Battery</i>	05/04/2016
ATP 3-09.60	<i>Techniques for Multiple Launch Rocket System (MLRS) and High Mobility Artillery Rocket System (HIMARS) Operations</i>	01/10/2014
ATP 3-09.70	<i>Paladin Operations</i>	09/25/2015
ATP 3-09.90	<i>Division Artillery Operations and Fire Support for the Division</i>	10/12/2017
ATP 3-11.23	<i>Multi-Service Tactics, Techniques, and Procedures for Weapons of Mass Destruction Elimination Operations</i>	11/01/2013
ATP 3-11.24	<i>Technical Chemical, Biological, Radiological, Nuclear, and Explosives Force Employment</i>	05/06/2014
ATP 3-11.32	<i>Multi-Service Tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Passive Defense</i>	05/13/2016
ATP 3-11.36	<i>Multi-Service Tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Aspects of Command and Control</i>	11/01/2013
ATP 3-11.37	<i>Multi-Service Tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Reconnaissance and Surveillance (includes change 1)</i>	03/25/2013
ATP 3-11.41	<i>Multi-Service Tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Consequence Management Operations</i>	07/30/2015
ATP 3-11.46	<i>Weapons of Mass Destruction--Civil Support Team Operations (includes change 1)</i>	05/20/2014

ATP 3-11.47	<i>Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives Enhanced Response Force Package (CERFP)/Homeland Response Force (HRF) Operations</i>	04/26/2013
ATP 3-11.50	<i>Battlefield Obscuration</i>	05/15/2014
ATP 3-14.5	<i>Army Joint Tactical Ground Station (JTAGS) Operations</i>	10/15/2014
ATP 3-17.2	<i>Multi-Service Tactics, Techniques, and Procedures for Airfield Opening</i>	06/18/2015
ATP 3-18.3	<i>(U) Special Forces Direct Action Operations (C)</i>	12/23/2015
ATP 3-18.4	<i>Special Forces Special Reconnaissance</i>	08/18/2015
ATP 3-18.10	<i>Special Forces Air Operations (includes change 1)</i>	02/24/2016
ATP 3-18.11	<i>Special Forces Military Free-Fall Operations (includes changes 1 and 2)</i>	08/18/2016
ATP 3-18.12	<i>Special Forces Waterborne Operations (includes change 1)</i>	07/14/2016
ATP 3-18.13	<i>Special Forces Use of Pack Animals</i>	10/30/2014
ATP 3-18.14	<i>Special Forces Vehicle-Mounted Operations Tactics, Techniques, and Procedures</i>	09/12/2014
ATP 3-18.20	<i>(U) Advanced Special Operations Techniques (S//NF)</i>	02/19/2016
ATP 3-18.72	<i>(U) Special Forces Personnel Recovery (S//NF)</i>	01/13/2016
ATP 3-20.15	<i>Tank Platoon (includes change 1)</i>	12/13/2012
ATP 3-20.16	<i>Mobile Gun System Platoon</i>	02/15/2013
ATP 3-20.96	<i>Cavalry Squadron</i>	05/12/2016
ATP 3-20.97	<i>Cavalry Troop</i>	09/01/2016
ATP 3-20.98	<i>Reconnaissance Platoon</i>	04/05/2013
ATP 3-21.8	<i>Infantry Platoon and Squad (includes change 1)</i>	04/12/2016
ATP 3-21.11	<i>SBCT Infantry Rifle Company</i>	02/04/2016
ATP 3-21.18	<i>Foot Marches</i>	04/17/2017
ATP 3-21.20	<i>Infantry Battalion</i>	12/28/2017
ATP 3-21.21	<i>SBCT Infantry Battalion</i>	03/18/2016
ATP 3-21.91	<i>Stryker Brigade Combat Team Weapons Troop</i>	05/15/2017
ATP 3-22.40	<i>Multi-Service Tactics, Techniques, and Procedures for the Employment of Nonlethal Weapons</i>	02/13/2015
ATP 3-27.3	<i>Ground-Based Midcourse Defense (GMD) Operations</i>	04/20/2016
ATP 3-27.5	<i>AN/TPY-2 Forward Based Mode Radar Operations</i>	04/13/2015
ATP 3-28.1	<i>Multi-Service Tactics, Techniques, and Procedures for Defense Support of Civil Authorities (DSCA)</i>	09/25/2015
ATP 3-34.5	<i>Environmental Considerations</i>	08/10/2015
ATP 3-34.20	<i>Countering Explosive Hazards</i>	01/21/2016
ATP 3-34.22	<i>Engineer Operations--Brigade Combat Team and Below</i>	12/05/2014
ATP 3-34.23	<i>Engineer Operations - Echelons Above Brigade Combat Team</i>	06/10/2015
ATP 3-34.40	<i>General Engineering</i>	02/25/2015
ATP 3-34.80	<i>Geospatial Engineering</i>	02/22/2017
ATP 3-34.81	<i>Engineer Reconnaissance (includes change 1)</i>	03/01/2016
ATP 3-34.84	<i>Multi-Service Tactics, Techniques, and Procedures for Military Diving Operations</i>	02/13/2015
ATP 3-35	<i>Army Deployment and Redeployment (includes change 1)</i>	03/23/2015
ATP 3-35.1	<i>Army Pre-Positioned Operations</i>	10/27/2015
ATP 3-36	<i>Electronic Warfare Techniques</i>	12/16/2014
ATP 3-37.2	<i>Antiterrorism</i>	06/03/2014
ATP 3-37.10	<i>Base Camps</i>	01/27/2017
ATP 3-37.34	<i>Survivability Operations</i>	06/28/2013
ATP 3-39.10	<i>Police Operations</i>	01/26/2015
ATP 3-39.11	<i>Military Police Special Reaction Teams</i>	11/26/2013
ATP 3-39.12	<i>Law Enforcement Investigations</i>	08/19/2013
ATP 3-39.20	<i>Police Intelligence Operations</i>	04/06/2015
ATP 3-39.30	<i>Security and Mobility Support</i>	10/30/2014
ATP 3-39.32	<i>Physical Security</i>	04/30/2014
ATP 3-39.33	<i>Civil Disturbances</i>	04/21/2014
ATP 3-39.34	<i>Military Working Dogs</i>	01/30/2015
ATP 3-39.35	<i>Protective Services</i>	05/31/2013
ATP 3-50.3	<i>Multi-Service Tactics, Techniques, and Procedures for Survival, Evasion, and Recovery</i>	09/11/2012

ATP 3-50.20	<i>Survival, Evasion, Resistance, and Escape (SERE) Planning and Preparation</i>	11/29/2017
ATP 3-50.22	<i>Evasion</i>	11/29/2017
ATP 3-52.1	<i>Multi-Service Tactics, Techniques, and Procedures for Airspace Control</i>	04/09/2015
ATP 3-52.2	<i>Multi-Service Tactics, Techniques, and Procedures for the Theater Air-Ground System (includes change 1)</i>	06/30/2014
ATP 3-52.3	<i>JATC Multi-Service Tactics, Techniques, and Procedures for Joint Air Traffic Control</i>	04/18/2014
ATP 3-53.1	<i>Military Information in Special Operations</i>	04/23/2015
ATP 3-53.2	<i>Military Information in Conventional Operations</i>	08/07/2015
ATP 3-55.3	<i>ISR Optimization Multi-Service Tactics, Techniques, and Procedures for Intelligence, Surveillance, and Reconnaissance Optimization</i>	04/14/2015
ATP 3-55.4	<i>Techniques for Information Collection During Operations Among Populations</i>	04/05/2016
ATP 3-55.6	<i>Multi-Service Tactics, Techniques, and Procedures for Air-To-Surface Radar System Employment</i>	11/10/2015
ATP 3-57.10	<i>Civil Affairs Support to Populace and Resources Control</i>	08/06/2013
ATP 3-57.20	<i>Multi-Service Techniques for Civil Affairs Support to Foreign Humanitarian Assistance</i>	02/15/2013
ATP 3-57.30	<i>Civil Affairs Support to Nation Assistance</i>	05/01/2014
ATP 3-57.50	<i>Civil Affairs Civil Information Management</i>	09/06/2013
ATP 3-57.60	<i>Civil Affairs Planning</i>	04/27/2014
ATP 3-57.70	<i>Civil-Military Operations Center</i>	05/05/2014
ATP 3-57.80	<i>Civil-Military Engagement</i>	10/31/2013
ATP 3-60	<i>Targeting</i>	05/07/2015
ATP 3-60.1	<i>Dynamic Targeting, Multi-Service Tactics, Techniques, and Procedures for Dynamic Targeting</i>	09/10/2015
ATP 3-60.2	<i>Scar Multi-Service Tactics, Techniques, and Procedures for Strike Coordination and Reconnaissance (includes change 1)</i>	01/10/2014
ATP 3-75	<i>Ranger Operations</i>	06/26/2015
ATP 3-76	<i>Special Operations Aviation</i>	02/10/2017
ATP 3-90.1	<i>Armor and Mechanized Infantry Company Team</i>	01/27/2016
ATP 3-90.4	<i>Combined Arms Mobility</i>	03/08/2016
ATP 3-90.5	<i>Combined Arms Battalion</i>	02/05/2016
ATP 3-90.8	<i>Combined Arms Countermobility Operations</i>	09/17/2014
ATP 3-90.15	<i>Site Exploitation</i>	07/28/2015
ATP 3-90.37	<i>Countering Improvised Explosive Devices</i>	07/29/2014
ATP 3-90.40	<i>Combined Arms Countering Weapons of Mass Destruction</i>	06/29/2017
ATP 3-90.61	<i>Brigade Special Troops Battalion</i>	08/17/2015
ATP 3-90.90	<i>Army Tactical Standard Operating Procedures</i>	11/01/2011
ATP 3-90.97	<i>Mountain Warfare and Cold Weather Operations</i>	04/29/2016
ATP 3-91	<i>Division Operations</i>	10/17/2014
ATP 3-91.1	<i>The Joint Air Ground Integration Center</i>	06/18/2014
ATP 3-92	<i>Corps Operations</i>	04/07/2016
ATP 3-93	<i>Theater Army Operations</i>	11/26/2014
ATP 3-94.1	<i>Digital Liaison Detachment</i>	12/28/2017
ATP 3-94.2	<i>Deep Operations</i>	09/01/2016
ATP 4-0.1	<i>Army theater Distribution</i>	10/29/2014
ATP 4-0.6	<i>Techniques for Sustainment Information Systems Support</i>	04/05/2013
ATP 4-01.45	<i>Multi-Service Tactics, Techniques, and Procedures for Tactical Convoy Operations</i>	02/22/2017
ATP 4-02.1	<i>Army Medical Logistics</i>	10/29/2015
ATP 4-02.2	<i>Medical Evacuation (includes change 1)</i>	08/12/2014
ATP 4-02.3	<i>Army Health System Support to Maneuver Forces</i>	06/09/2014
ATP 4-02.5	<i>Casualty Care</i>	05/10/2013
ATP 4-02.7	<i>Multi-Service Tactics, Techniques, and Procedures for Health Service Support in a Chemical, Biological, Radiological, and Nuclear Environment</i>	03/15/2016
ATP 4-02.8	<i>Force Health Protection</i>	03/09/2016
ATP 4-02.42	<i>Army Health System Support to Stability and Defense Support of Civil Authorities Tasks</i>	06/09/2014
ATP 4-02.43	<i>Army Health System Support to Army Special Operations Forces</i>	12/17/2015

ATP 4-02.46	<i>Army Health System Support to Detainee Operations</i>	04/12/2013
ATP 4-02.55	<i>Army Health System Support Planning</i>	09/16/2015
ATP 4-02.82	<i>Occupational and Environmental Health Site Assessment</i>	04/01/2012
ATP 4-02.83	<i>Multiservice Tactics, Techniques, and Procedures for Treatment of Nuclear and Radiological Casualties</i>	05/05/2014
ATP 4-02.84	<i>Multiservice Tactics, Techniques, and Procedures for Treatment of Biological Warfare Agent Casualties</i>	03/25/2013
ATP 4-02.85	<i>Multi-Service Tactics, Techniques and Procedures for Treatment of Chemical Warfare Agent Casualties and Conventional Military Chemical Injuries</i>	08/02/2016
ATP 4-10	<i>Multi-Service Tactics, Techniques, and Procedures for Operational Contract Support</i>	02/18/2016
ATP 4-10.1	<i>Logistics Civil Augmentation Program Support to Unified Land Operations</i>	08/01/2016
ATP 4-11	<i>Army Motor Transport Operations</i>	07/05/2013
ATP 4-12	<i>Army Container Operations (includes change 1)</i>	05/10/2013
ATP 4-13	<i>Army Expeditionary Intermodal Operations</i>	04/16/2014
ATP 4-14	<i>Expeditionary Railway Center Operations</i>	05/29/2014
ATP 4-15	<i>Army Watercraft Operations (includes change 1)</i>	04/03/2015
ATP 4-16	<i>Movement Control</i>	04/05/2013
ATP 4-25.12	<i>Unit Field Sanitation Teams</i>	04/30/2014
ATP 4-25.13	<i>Casualty Evacuation</i>	02/15/2013
ATP 4-31	<i>Recovery and Battle Damage Assessment and Repair</i>	08/27/2014
ATP 4-32	<i>Explosive Ordnance Disposal (EOD) Operations</i>	09/30/2013
ATP 4-32.1	<i>Explosive Ordnance Disposal (EOD) Group and Battalion Headquarters Operations</i>	01/24/2017
ATP 4-32.2	<i>Multi-Service Tactics, Techniques, and Procedures for Explosive Ordnance</i>	07/15/2015
ATP 4-32.3	<i>Explosive Ordnance Disposal (EOD) Company, Platoon, and Team Operations (includes change 1)</i>	02/01/2017
ATP 4-33	<i>Maintenance Operations</i>	04/14/2014
ATP 4-35	<i>Munitions Operations and Distribution Techniques</i>	09/05/2014
ATP 4-35.1	<i>Ammunition and Explosives Handler Safety Techniques</i>	11/08/2016
ATP 4-41	<i>Army Field Feeding and Class I Operations</i>	12/31/2015
ATP 4-42	<i>General Supply and Field Services Operations</i>	07/14/2014
ATP 4-42.2	<i>Supply Support Activity Operations</i>	06/09/2014
ATP 4-43	<i>Petroleum Supply Operations</i>	08/06/2015
ATP 4-44	<i>Water Support Operations</i>	10/02/2015
ATP 4-45	<i>Force Provider Operations</i>	11/24/2014
ATP 4-46	<i>Contingency Fatality Operations</i>	12/17/2014
ATP 4-48	<i>Aerial Delivery</i>	12/21/2016
ATP 4-70	<i>Assistant Secretary of the Army for Acquisition, Logistics, and Technology Forward Support to Unified Land Operations</i>	05/12/2014
ATP 4-90	<i>Brigade Support Battalion (includes change 1)</i>	04/02/2014
ATP 4-91	<i>Army Field Support Brigade (includes changes 1 and 2)</i>	12/15/2011
ATP 4-92	<i>Contracting Support to Unified Land Operations</i>	10/15/2014
ATP 4-93	<i>Sustainment Brigade</i>	04/11/2016
ATP 4-93.1	<i>Combat Sustainment Support Battalion</i>	06/19/2017
ATP 4-94	<i>Theater Sustainment Command</i>	06/28/2013
ATP 5-0.1	<i>Army Design Methodology</i>	07/01/2015
ATP 5-0.3	<i>Multi-Service Tactics, Techniques, and Procedures for Operation Assessment</i>	08/18/2015
ATP 5-0.6	<i>Network Engagement</i>	06/19/2017
ATP 5-19	<i>Risk Management (includes change 1)</i>	04/14/2014
ATP 6-0.5	<i>Command Post Organization and Operations</i>	03/01/2017
ATP 6-01.1	<i>Techniques for Effective Knowledge Management</i>	03/06/2015
ATP 6-02.40	<i>Techniques for Visual Information Operations (includes change 1)</i>	10/27/2014
ATP 6-02.53	<i>Techniques for Tactical Radio Operations</i>	01/07/2016
ATP 6-02.54	<i>Techniques for Satellite Communications</i>	06/05/2017
ATP 6-02.60	<i>Techniques for Warfighter Information Network-Tactical</i>	02/03/2016
ATP 6-02.70	<i>Techniques for Spectrum Management Operations</i>	12/31/2015

ATP 6-02.72	<i>Multi-Service Tactics, Techniques, and Procedures for Tactical Radios</i>	05/19/2017
ATP 6-02.73	<i>Tactical Chat Multi-Service Tactics, Techniques, and Procedures for Internet Tactical Chat in Support of Operations</i>	01/24/2014
ATP 6-02.75	<i>Techniques for Communications Security (COMSEC) Operations</i>	08/17/2015
ATP 6-02.90	<i>UHF SATCOM Multi-Service Tactics, Techniques, and Procedures for Ultrahigh Frequency Military Satellite Communications</i>	08/09/2013
ATP 6-22.1	<i>The Counseling Process</i>	07/01/2014
ATP 6-22.5	<i>A Leaders Guide to Soldier Health and Fitness</i>	02/10/2016
ATP 6-22.6	<i>Army Team Building</i>	10/30/2015

Part Three: Additional References

Decisive Action in Support of Unified Land Operations

The Military Decisionmaking Process

Army Command and Support Relationships

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

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

Army Command and Support Relationships

If relationship is:	Then inherent responsibilities:																															
	Have command relationship with:	May be task-organized by: ¹	Unless modified, ADCON responsibility goes through:	Are assigned position or AO by:	Provide liaison to:	Establish/maintain communications with:	Have priorities established by:	Can impose on gained unit further command or support relationship of:																								
Organic	All organic forces organized with the HQ	Organic HQ	Army HQ specified in organizing document	Organic HQ	N/A	N/A	Organic HQ	Attached; OPCON; TACON; GS; GSR; R; DS																								
Assigned	Gaining unit	Gaining HQ	Gaining Army HQ	OPCON chain of command	As required by OPCON	As required by OPCON	ASCC or Service-assigned HQ	As required by OPCON HQ																								
Attached	Gaining unit	Gaining unit	Gaining Army HQ	Gaining unit	As required by gaining unit	Unit to which attached	Gaining unit	Attached; OPCON; TACON; GS; GSR; R; DS																								
OPCON	Gaining unit	Parent unit and gaining unit; gaining unit may pass OPCON to lower HQ ¹	Parent unit	Gaining unit	As required by gaining unit	As required by gaining unit and parent unit	Gaining unit	OPCON; TACON; GS; GSR; R; DS																								
TACON	Gaining unit	Parent unit	Parent unit	Gaining unit	As required by gaining unit	As required by gaining unit and parent unit	Gaining unit	TACON; GS; GSR; R; DS																								
<p>Note: ¹ In NATO, the gaining unit may not task-organize a multinational force. (See TACON.)</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">ADCON</td> <td style="width: 33%;">administrative control</td> <td style="width: 33%;">HQ</td> <td style="width: 33%;">headquarters</td> </tr> <tr> <td>AO</td> <td>area of operations</td> <td>N/A</td> <td>not applicable</td> </tr> <tr> <td>ASCC</td> <td>Army Service component command</td> <td>NATO</td> <td>North Atlantic Treaty Organization</td> </tr> <tr> <td>DS</td> <td>direct support</td> <td>OPCON</td> <td>operational control</td> </tr> <tr> <td>GS</td> <td>general support</td> <td>R</td> <td>reinforcing</td> </tr> <tr> <td>GSR</td> <td>general support-reinforcing</td> <td>TACON</td> <td>tactical control</td> </tr> </table>									ADCON	administrative control	HQ	headquarters	AO	area of operations	N/A	not applicable	ASCC	Army Service component command	NATO	North Atlantic Treaty Organization	DS	direct support	OPCON	operational control	GS	general support	R	reinforcing	GSR	general support-reinforcing	TACON	tactical control
ADCON	administrative control	HQ	headquarters																													
AO	area of operations	N/A	not applicable																													
ASCC	Army Service component command	NATO	North Atlantic Treaty Organization																													
DS	direct support	OPCON	operational control																													
GS	general support	R	reinforcing																													
GSR	general support-reinforcing	TACON	tactical control																													