

## The Army Universal Task List

1. Change 9 to FM 7-15, 27 February 2009, updates the tasks with inform and influence activities and other collective tasks.
2. Completely replaces chapter 5 (Conduct Mission Command).
3. Adds ART 5.1.1.6, Conduct Military Deception.
4. Adds ART 5.1.4.4, Provide Visual Information Support.
5. Replaces ART 5.3, Conduct Knowledge Management and Information Management.
6. Replaces ART 5.7, Integrate Inform and Influence Activities.
7. Adds ART 5.9, Conduct Cyber and Electromagnetic Activities.
8. Moves ART 6.3 to ART 5.10, Conduct Information Protection.
9. A dollar symbol (\$) marks new material.
10. FM 7-15, 27 February 2009, is changed as follows:

**Remove Old Pages**

**Insert New Pages**

pages i through viii

pages i through viii

pages 5-1 through 5-78

pages 5-1 through 5-96

pages 6-1 through 6-2

pages 6-1 through 6-2

pages 6-19 through 6-108

pages 6-19 through 6-103

References-1 through References-5

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

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# The Army Universal Task List

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

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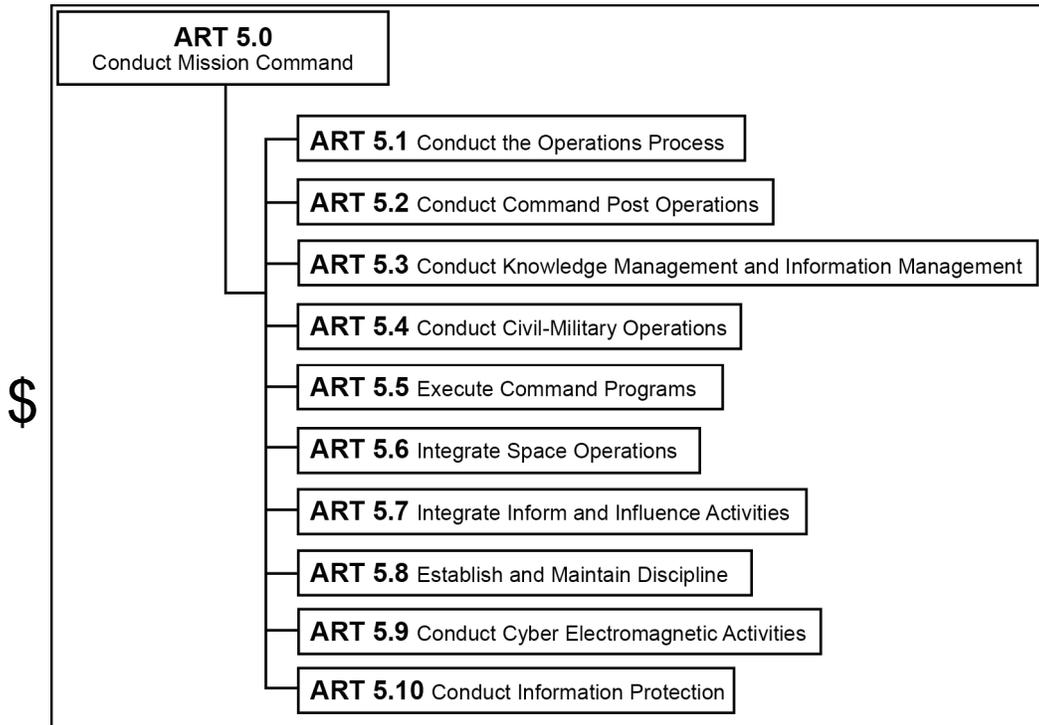
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## Chapter 5

# \$ ART 5.0: Conduct Mission Command



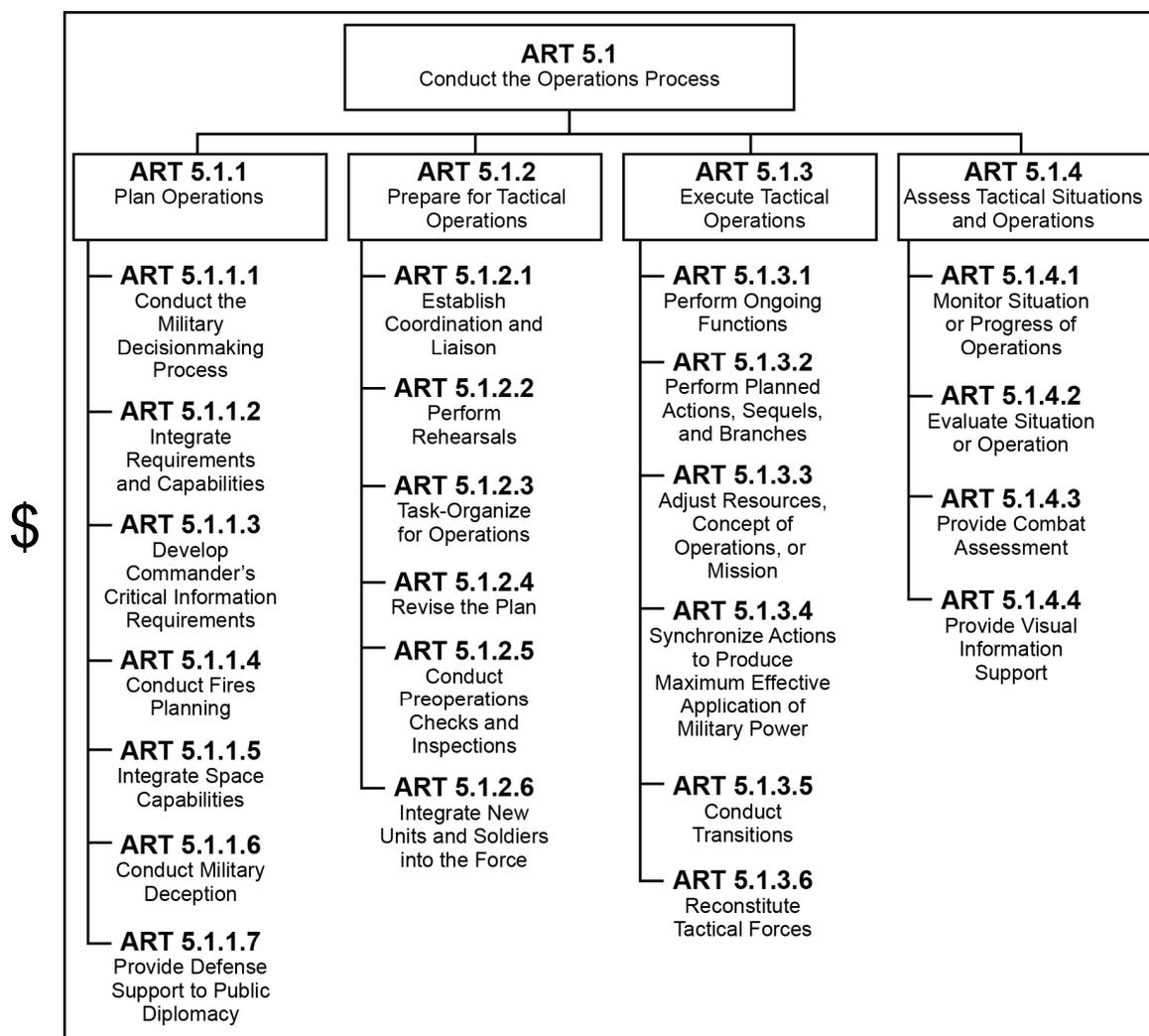
ψ *Mission command* is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of full spectrum operations. It is commander-led and blends the art of command and the science of control to integrate the warfighting functions to accomplish the mission. (USACAC)

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Mission command is the warfighting function that develops and integrates those activities enabling a commander to balance the art of command and the science of control. It is an adaptation that captures what we've the Army has learned in a decade of war, including:

- The changing roles and responsibilities of leaders in distributed and increasingly decentralized operations.
  - The requirement for leaders at every echelon to co-create the context for operations.,
  - The importance of teaming and collaborating with joint, interagency, intergovernmental, and multinational partners.
  - The need for leaders to anticipate and manage transitions during the course of a campaign.
-

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



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

### $\Psi$ ART 5.1.1 PLAN OPERATIONS

5-2. Planning is the process by which commanders and the staff translate the commander's visualization into a specific course of action for preparation and execution, focusing on the expected results. Planning begins with analysis and assessment of the conditions in the operational environment, and involves understanding and framing the problem and envisioning the set of conditions that represent the desired end state. Design and the military decisionmaking process enable commanders and staffs to plan conceptually. Planning includes formulating one or more supportable courses of action to accomplish the mission. Good plans foster initiative, account for uncertainty and friction, and mitigate risks. (USACAC)

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

### ART 5.1.1.1 CONDUCT THE MILITARY DECISIONMAKING PROCESS

5-3. Employ the logic and techniques of a prescribed analytical process, the military decisionmaking process (MDMP), to determine a unit's restated mission. Develop courses of action (COAs) to accomplish the mission. Recommend the most effective COA. Prepare orders and plans to communicate the selected COA, commander's intent, and decisions to subordinates and coalition forces, focusing on the expected results. (FM 5-0) (USACAC)

*Note:* See FM 5-0 for a complete discussion of the MDMP.

No.	Scale	Measure
01	Yes/No	Prescribed analytic process produced effective decision and order to guide execution.
02	Yes/No	Milestone criteria for plan development met.
03	Yes/No	Environmental considerations planning and procedures were present and being followed.
04	Percent	Of completed planning documents passed to subordinates to allow parallel planning.
05	Percent	Of troop leading procedures or the MDMP completed correctly.

#### ART 5.1.1.1.1 Receive the Mission

5-4. To be given a mission by higher headquarters or deduce a need for a change in the current mission. This task involves preparing for mission analysis, to include collecting materials for analysis, receiving the commander's preliminary guidance, determining requirements and time available, and sending warning orders to subordinates. (FM 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Commander and staff understood all of the specified and implied tasks contained within their mission.
02	Yes/No	Commander provided adequate initial guidance.
03	Time	After receipt of mission, to issued initial planning guidance.
04	Time	To alert staff of receipt of new mission.
05	Time	To issue warning order.

#### ART 5.1.1.1.2 Perform Mission Analysis

5-5. Analyze the received mission to define the tactical problem and begin to determine solutions through the identification of specified and implied tasks. It results in a restated mission, the commander's guidance, commander's intent, initial commander's critical information requirement (CCIR), planned use of available time, and a warning order. (FM 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit developed mission analysis briefing for presentation to the commander.
02	Yes/No	Unit developed and approved restated mission, commander's guidance, commander's intent, CCIRs, use of available time, and warning order.
03	Yes/No	Mission statement included who, what, when, where, and why of the mission.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
04	Yes/No	Unit performed time or distance analysis.
05	Yes/No	Unit developed assumptions to replace missing or unknown facts that are necessary for continued planning.
06	Yes/No	Commander issued planning guidance to staff and subordinate commands.
07	Yes/No	Staff developed and maintained running estimate pertaining to their area of expertise.
08	Time	To initiate preliminary movement.
09	Time	To update operational timeline.
10	Percent	Of critical information and running estimates reviewed before mission analysis.
11	Percent	Of major topics within the intelligence preparation of the battlefield for which assessments are completed.
12	Percent	Of assumptions that proved to be either invalid or unrealistic and significantly affected the operation.
13	Percent	Of constraints identified that affect the operation significantly.
14	Percent	Of specified tasks derived in mission analysis and carried into planning.
15	Percent	Of implied tasks derived in mission analysis and carried into planning.
16	Percent	Of essential tasks derived in mission analysis and carried into planning.
17	Percent	Of specified and implied tasks that are identified as essential tasks and included in the mission statement, commander's intent, or concept of operations paragraphs of the operation order.
18	Percent	Of forces identified as required to perform the essential tasks.
19	Percent	Completeness of commander's guidance (coverage of functional responsibilities).
20	Percent	Of planning time used to issue guidance.
21	Percent	Of rules of engagement (ROE) clearly understood.
22	Percent	Of subordinates accepting commander's intent without requests for clarification.
23	Number	Of amendments issued to planning guidance (due to requests for clarification).
24	Number	Of requests for clarification of planning guidance received from subordinate headquarters.
25	Number	Of misunderstood ROE.
26	Number	Of revisions to commander's intent.

#### ART 5.1.1.1.3 Develop Courses of Action

5-6. Design a course of action (COA) for analysis, evaluation, and selection as the one to accomplish the mission most effectively. It includes analyzing relative combat power, generating options, arraying initial forces, developing schemes of maneuver, assigning headquarters, and preparing COA statements and sketches. The commander has the option of directing a specific course of action because of time available, staff proficiency, or other reasons. (FM 5-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Distinguishable and complete COAs developed in terms of feasibility, suitability, and acceptability for mission accomplishment if executed.
02	Time	To provide the commander with suitable, feasible, and acceptable COAs after receipt of operation order or warning order.
03	Time	To prepare complete COA statements and sketches.
04	Percent	Of COAs that are complete.
05	Percent	Of nonselected COAs considered for military deception.
06	Percent	Of COAs suitable—solves the problem and is legal and ethical.
07	Percent	Of COAs feasible—fits within available resources.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
08	Percent	Of COAs acceptable—worth the cost or risk.
09	Percent	Of COAs distinguishable—differs significantly from other solutions.
10	Percent	Of COAs presented to commander that were suitable, feasible, acceptable, and distinct from one another.
11	Number	Of COAs developed, as per commander's guidance.

**ART 5.1.1.1.4 Analyze Courses of Action**

5-7. Develop criteria for success and examine each course of action (COA) for its advantages and disadvantages with respect to those criteria. This task normally includes the technique of war gaming as described in FM 5-0. Visualize each COA objectively; focus intelligence preparation of the battlefield requirements; identify coordination requirements; anticipate critical operational events determine conditions and resources required for success; and assess suitability, feasibility, acceptability, and operational risk of the COA. (FM 5-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit identified advantages and disadvantages of COAs and criteria of success for evaluation.
02	Yes/No	Unit reviewed and revised commander's critical information requirements, as necessary, during the war-gaming process.
03	Yes/No	Composite risk management plan developed for COA analysis.
04	Yes/No	Unit applied evaluation criteria (measures of effectiveness or measures of performance) to the war-gaming analysis.
05	Yes/No	Methods applied during war-gaming analysis included belt, box, or avenue in depth.
06	Yes/No	Synchronization matrix or sketch note worksheet used during war-gaming analysis.
07	Time	To complete COA analysis (war-gaming).
08	Percent	Of completeness of COAs (war-gaming).
09	Percent	Of conformance of analysis (war-gaming) to doctrine.
10	Percent	Of branches and sequels experienced identified in COAs.
11	Percent	Of capabilities ultimately required identified in COA analysis (war-gaming).
12	Percent	Of COAs analyzed against potential enemy COAs.
13	Number	Of limitations (ultimately identified during execution) identified during analysis.
14	Number	Of criteria of comparison and success identified during COA analysis (war-gaming).
15	Number	Of decision points and critical events identified and applied to commander's critical information requirement during war gaming.

**ART 5.1.1.1.5 Compare Courses of Action**

5-8. Evaluate courses of action (COAs) against each other and against criteria of success to determine the most effective one for mission accomplishment. Recommend it for selection. This comparison also considers risk, positioning for future operations, flexibility, and subordinate exercise of initiative. (FM 5-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Selected comparison criteria allowed for definitive comparison of COAs.
02	Yes/No	Unit developed composite risk management plan used during COA comparison.
03	Percent	Of comparison criteria eliminated before comparison.
04	Percent	Of comparison criteria eventually used, defined, and weighted before comparison began.

**ART 5.1.1.1.6 Approve Course of Action**

5-9. Decide and approve a course of action (COA) that is most advantageous to mission accomplishment and is within the higher commander's intent. Refine commander's intent and commander's critical information requirement to support selected COAs. Issue any additional guidance to subordinate commanders and staff. Prepare and issue warning order. (FM 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	COA brief developed and presented to commander.
02	Yes/No	Commander evaluated COAs, selected a COA, and modified or rejected all presented COAs.
03	Yes/No	Modified COA or new COA created a new war game to consider products deriving from that COA.
04	Yes/No	Revised commander's intent adequately addressed key tasks for force as whole, wider purpose. It is expressed in four to five sentences or bullets.
05	Yes/No	Commander decided level of risk to accomplish the mission and approved control measures.
06	Time	To issue warning orders.

**ART 5.1.1.1.7 Produce Plan or Order**

5-10. Prepare a plan or order to implement the selected course of action per the commander's decision by turning it into a clear, concise concept of operations and required support. The plan includes annexes and overlays as necessary to implement the plan. The plan or order accurately conveys information that governs actions to be taken and is completed in the correct format. This includes the establishment of graphic control measures, including fire support coordination measures. (FM 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Orders or plans accomplished the mission and commander's intent. They were completed with sufficient time for the force to complete required preparatory actions before execution and communicated effectively.
02	Yes/No	Commander's intent refined and adequately addressed key tasks for force as whole, wider purpose; it was expressed in four to five sentences.
03	Time	To issue warning orders, as required.
04	Time	Before execution to reissue commander's concept and intent.
05	Time	To prepare plans and orders (after deciding on mission concept and commander's intent).
06	Time	To obtain approval of plans and orders.
07	Time	To issue plan or order (after approved).
08	Percent	Of functional responsibilities covered in operation plan.
09	Percent	Of accurate information in plans and orders issued and disseminated to subordinate units.
10	Percent	Of accurate information in operation order or plan to meet established objectives.
11	Number	Of instances where the operation plan or order conflicts with standards under conduct effects of war and international convention.

**ART 5.1.1.2 INTEGRATE REQUIREMENTS AND CAPABILITIES**

5-11. Combine and coordinate capabilities of forces and warfighting functions in effective combinations to meet requirements for mission accomplishment established by planning. (FM 5-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit established measures of performance.
02	Yes/No	Combinations and timings of forces and warfighting functions contributed to mission accomplishment.
03	Yes/No	Unit integrated information superiority contributors to enhance rapid and accurate situational understanding that initiate or govern actions to accomplish tactical missions.
04	Yes/No	Unit leveraged information superiority contributors that support making more precise and timely decisions than the enemy does.
05	Yes/No	Unit integrated, operations security, military deception, and/or information engagement causing the enemy to make inappropriate, untimely, or irrelevant decisions.
06	Yes/No	Unit planned transition operations.
07	Yes/No	Monitoring planned.
08	Time	Delay in initiating phase of operation.
09	Time	Before execution for force to execute matrix with sequence and timing of each subordinate task throughout the operation.
10	Time	To modify plans and actions due to operational contingencies.
11	Percent	Of assigned and supporting forces coordinated to synchronize operation in right place at right time.
12	Number	Of potential cross-boundary fratricides identified and eliminated by force headquarters.
13	Number	Of uncoordinated element or activity actions causing disruption or delay of U.S. or multinational plans and objectives.

**ART 5.1.1.3 DEVELOP COMMANDER’S CRITICAL INFORMATION REQUIREMENTS**

5-12. Analyze information requirements against a mission and commander’s intent. Identify, prepare, and recommend for designation by the commander those information requirements critical to facilitating timely decisionmaking. (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Answering the developed commander’s critical information requirements (CCIRs) provided the commander with the information needed to make decisions.
02	Time	Since last CCIRs update.
03	Time	To promulgate CCIRs for collection.
04	Time	To look at future CCIRs (depends on scale of operation and level of headquarters).
05	Percent	Of answered CCIRs.
06	Percent	Of CCIRs initiated by commander.
07	Percent	Of CCIRs initiated by staff.
08	Percent	Of information (pieces or types) commander needs to make decision listed as CCIRs.
09	Number	Of active CCIRs.

**Ψ ART 5.1.1.4 CONDUCT FIRES PLANNING**

5-13. Plan, coordinate, and integrate fires capabilities and products to support the military decisionmaking process and conduct of operations. Coordinate across all staff elements to identify required fire support. Determine essential, specified, and implied fires tasks. Develop fire support input to intelligence preparation of the battlefield and other staff estimates. Provide fire support options, products that support the concept of operations development, and fire support products that support course of action analysis and statements in course of action development. Develop the fires running estimate. Coordinate for additional fire support assets to support mission requirements. Provide fire support input to event templates, synchronization matrix, decision support template, and communications and sustainment estimates. (FM 3-09) (USAFAS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit analyzed higher headquarters orders from a fire support perspective.
02	Yes/No	Unit recommended specified, implied, and essential tasks to fire support.
03	Yes/No	Unit identified fire support assets available to support the mission.
04	Yes/No	Unit identified fire support environmental impacts on the mission.
05	Yes/No	Unit integrated available Army indirect fires and joint fires throughout the targeting process into planning.
06	Yes/No	Unit initiated coordination and synchronization for required fire support.
07	Yes/No	Unit planned and coordinated naval surface fires.
08	Yes/No	Unit planned and coordinated air-to-surface fires.
09	Yes/No	Unit planned and coordinated counterfire operations.
10	Yes/No	Unit provided initial fire support input to intelligence preparation of the battlefield.
11	Yes/No	Unit identified fire control and fire support coordination measures required to support the operation.
12	Yes/No	Target priorities supported the accomplishment of the mission.
13	Yes/No	Unit coordinated with other staff sections to identify fire support assets available to assist.
14	Yes/No	Unit developed and maintained fire support running estimate.
15	Yes/No	Unit incorporated fire support running estimate into mission analysis.
16	Yes/No	Unit provided fire support input to mission analysis.
17	Yes/No	Unit recommended fire support priority intelligence requirements to the intelligence officer.
18	Yes/No	Unit provided fire support input to unit course of action development.
19	Yes/No	Unit finalized fire support input to the warning and operation orders.
20	Yes/No	Unit identified high-pay off targets.
21	Yes/No	Unit established target priorities.
22	Yes/No	Unit prepared fires annex to operation plan and operation order.
23	Yes/No	Unit engaged targets in prescribed priority.

#### ART 5.1.1.5 INTEGRATE SPACE CAPABILITIES

5-14. Plan, coordinate, and integrate space-based capabilities and products (national, military, and commercial) to support tactical planning and execution (the military decisionmaking process and conduct of operations) to effectively meet requirements established for mission accomplishment. Coordinate across all staff elements to identify space-based asset support. Determine essential, specified, and implied tasks from a space perspective in mission analysis. Develop space input to intelligence preparation of the battlefield and other staff estimates. Provide space-based support options, space-based products that support concept of operations development, and space-based products that support course of action analysis and statements in course of action development. Develop space running estimate. Coordinate for additional operational space capabilities to support mission requirements space-based input to event templates, synchronization matrix, decision support template, and communications and sustainment estimates. (FM 3-14) (USASMDC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit analyzed higher headquarters orders from a space perspective.
02	Yes/No	Unit recommended space-specific specified, implied, and essential tasks.
03	Yes/No	Unit identified space assets available to support mission requirements.
04	Yes/No	Unit identified space and terrestrial environmental impacts on mission.
05	Yes/No	Unit integrated available Army space support team and space support element into planning.
06	Yes/No	Unit initiated coordination for required operational space capabilities.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
07	Yes/No	Unit provided initial space input to intelligence preparation of the battlefield .
08	Yes/No	Unit identified space control and force protection measures required to maintain space superiority.
09	Yes/No	Unit coordinated with other staff sections to identify space assets available to assist.
10	Yes/No	Unit developed and maintained running space estimate.
11	Yes/No	Unit incorporated space estimate into mission analysis.
12	Yes/No	Unit provided space input to mission analysis.
13	Yes/No	Unit recommended space-specific priority intelligence requirement to the intelligence officer.
14	Yes/No	Unit provided space input to unit course of action development.
15	Yes/No	Unit finalized space input to the warning and operation orders.
16	Yes/No	Unit prepared space operations annex to operation plan and order.

**§ ART 5.1.1.6 CONDUCT MILITARY DECEPTION**

5-15. Conduct military deception is an action taken to deliberately mislead enemy or adversary military decisionmakers as to friendly military capabilities, intentions, and operations. Military deception attempts to cause the enemy or adversary to take specific actions (or inactions) that contribute to accomplishing the friendly mission. Military deception includes but is not limited to simulative deception, simulative electronic deception, imitative electronic deception, and manipulative electronic deception. (USACAC)

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

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No.	Scale	Measure
20	Percent	Of physical environment and other conditions of the operational environment effectively used to support military deception effort.
21	Percent	Of false information contained in the military deception story.
22	Number	Of physical, technical, and administrative means available to convey information to the military deception target.

### \$ ART 5.1.1.6.1 Plan Military Deception

5-16. Plan military deception is the planning of actions to mislead enemy or adversary military decisionmakers deliberately as to friendly military capabilities, intentions, and operations. Military deception attempts to cause the enemy or adversary to take specific actions (or inactions) that contribute to accomplishing the friendly mission. Military deception (MILDEC) includes but is not limited to simulative deception, simulative electronic deception, imitative electronic deception, and manipulative electronic deception. (USACAC)

No.	Scale	Measure
01	Yes/No	Military deception officer developed military deception plan.
02	Yes/No	Military deception assessed enemy decisionmaking capabilities in order to devise appropriate deception.
03	Yes/No	Unit identified all relevant actors and actions necessary to conduct the deception.
04	Yes/no	Military deception plan supported the commander's and higher headquarters intent.
05	Yes/no	Unit developed branches and sequels.
06	Yes/No	Military deception integrated operations security measures to protect the military deception operation from hostile detection and unwitting disclosure to friendly elements.
07	Time	To submit plan.
08	Time	To identify key enemy decisionmakers.
09	Time	To identify enemy critical intelligence indicators.
10	Percent	Of enemy force decoyed away from the area of the unit's decisive operation.
11	Percent	Of friendly military deception operations resulting in the enemy reallocating its resources.
12	Percent	Of enemy critical intelligence indicators successfully supplied with false or misleading information.
13	Percent	Of military deception events executed at the time and location specified.
14	Percent	Of physical environment and other conditions of the operational environment effectively used to support military deception plan.
15	Percent	Of false information contained in the military deception story.
16	Number	Of physical, technical, and administrative means available to convey information to the military deception target.

### \$ ART 5.1.1.6.2 Perform Counterdeception

5-17. Perform counterdeception is conducting activities that preclude the commander from being manipulated or deceived by enemy deception operations. (FM 3-13) (USACAC)

No.	Scale	Measure
01	Yes/No	Friendly course of action was not affected by enemy deception except as desired to deceive the enemy when the friendly force accepts the enemy deception story.
02	Yes/No	Unit detected enemy deception activities.
03	Yes/No	Enemy deception activities used multiple sources to transmit deception story.
04	Time	To identify adversary attempts to deceive friendly forces.
05	Time	To develop counterdeception operations options as required.

**\$ ART 5.1.1.7 PROVIDE DEFENSE SUPPORT TO PUBLIC DIPLOMACY**

5-18. Defense support to public diplomacy is those activities and measures taken by the Department of Defense components to support and facilitate public diplomacy efforts of the U.S. Government. Defense support to public diplomacy is the military’s role in supporting the U.S. Government’s strategic communication program. It includes peacetime military engagement activities conducted as part of combatant commanders’ theater security cooperation plans. (USACAC)

**Ψ ART 5.1.2 PREPARE FOR TACTICAL OPERATIONS**

5-19. *Preparation* consists of activities performed by units to improve their ability to execute an operation. Preparation includes, but is not limited to, plan refinement; rehearsals; intelligence, surveillance, and reconnaissance; coordination; inspections; and movement. Preparation creates conditions that improve friendly forces’ opportunities for success. It facilitates and sustains transitions, including those to branches and sequels. (USACAC)

No.	Scale	Measure
01	Yes/No	Preparatory activities prepared the unit to accomplish its mission.
02	Time	For subordinate forces to complete required preparations.
03	Time	For force to complete required staff, unit, and individual preparations.
04	Time	Available to prepare before execution.
05	Percent	Of required preparations completed by execution time.
06	Percent	Of completed preparations that improved force capability to accomplish the mission.

**ART 5.1.2.1 ESTABLISH COORDINATION AND LIAISON**

5-20. Exchange information to inform, integrate, and deconflict actions by forces and warfighting functions during operations to reduce duplication, confusion, and problems. Liaison, included in coordination, involves maintaining physical contact and communication between elements of military forces to ensure mutual understanding and unity of purpose and action. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Coordination of plans and synchronization of actions between organizations contributed to mission accomplishment.
02	Time	Between receiving alert order and establishing liaison structure.
03	Time	For liaison officers to communicate new orders or information to multinational elements of force.
04	Time	Since liaison officers attached to force headquarters last received situation update from their own units.
05	Time	For force headquarters liaison officers to contact force headquarters on behalf of unit to which they were sent.
06	Time	For force staff sections to contact liaison officer attached to force headquarters.
07	Time	For parent unit to contact its liaison officer.
08	Percent	Of adjacent units or agencies with liaison to force.
09	Percent	Of liaison personnel with required security clearances and identification credentials.
10	Percent	Of units or agencies with missing or late information.
11	Number	Of instances when friendly forces orders or taskings were significantly delayed.

**ART 5.1.2.2 PERFORM REHEARSALS**

5-21. Practice an action or operation before actual performance of that action. Rehearsals allow participants to become familiar with and translate the tactical plan into a visual impression that orients them to both their operational environment and other units during execution of the operation. They also imprint a

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mental picture of the sequence of key actions within the operation and provide a forum for subordinate leaders and units to coordinate. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit placed rehearsals on the operational timeline as part of the operation order.
02	Yes/No	Rehearsal improved all participants' familiarity with the tactical plan, their roles within that plan, and coordination.
03	Yes/No	Unit specified type of rehearsal.
04	Yes/No	Unit specified technique of rehearsal.
05	Yes/No	Unit specified roles and responsibilities of participants.
06	Yes/No	Unit identified and prioritized events to be rehearsed.
07	Yes/No	Subordinates reviewed their mission, commander's intent, and concept of operations in relationship to time (such as by timelines or phases).
08	Yes/No	Subordinates discussed and resolved warfighting functions coordination issues.
09	Yes/No	Unit made major changes to the existing plan.
10	Time	To document and distribute results of the rehearsal.
11	Percent	Of the operation's phases or objectives rehearsed.
12	Percent	Of developed branch (or contingency) plans reviewed.

### ART 5.1.2.3 TASK-ORGANIZE FOR OPERATIONS

5-22. Transfer available resources and establish command and support relationships per the plan or order to carry out the operation. Organizing for operations includes moving the unit's location as required, exchanging standing operating procedures, establishing communications and liaison, and leading briefings and rehearsals. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Units conducting operations properly transferred necessary resources per established command and supported relationships to accomplish their mission.
02	Yes/No	Units closed on new assembly areas before execution.
03	Time	For force to transition to or from tactical battle formation.
04	Time	From planned execution time force transitions to or from tactical battle formation.
05	Time	To move forces into locations to facilitate tactical commanders' plans for implementing subordinate plan.
06	Time	To complete force movement to new assembly areas (from which to maneuver).
07	Time	To assign subordinate forces to new tactical formations.
08	Time	Until subordinate units are prepared to send and receive data and do parallel planning with new headquarters.
09	Percent	Of force moved into position to facilitate tactical commander's plans.
10	Percent	Of required logistics in place on schedule.
11	Percent	Of allocated forces in place at operation execution.
12	Percent	Of required logistics stockpiled or positioned before operation D-day or H-hour.
13	Percent	Of designated forces massed in designated assembly area at specified time.
14	Percent	Of force postured physically to execute plan's tactical maneuver.

### ART 5.1.2.4 REVISE THE PLAN

5-23. Adjust the plan based upon updated relevant information or further analysis of the plan, if necessary. (FM 6-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Revision and refinements of plan contributed to accomplishing the mission.
02	Yes/No	Unit revised and refined the plan after receipt of updated relevant information, such as answered commander' critical information requests.
03	Time	To adjust plan after receipt of updated relevant information.
04	Time	To revise original plan after recognizing planning assumptions invalid or information updated.
05	Percent	Of plan adjusted with each revision.
06	Percent	Of accurate adjustments by execution.

**ART 5.1.2.5 CONDUCT PREOPERATIONS CHECKS AND INSPECTIONS**

5-24. Inspect and check unit and individual preparations for operations to ensure units, Soldiers, and systems are fully capable and ready to accomplish the mission. (FM 6-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Inspections and corrections of deficiencies found unit, Soldiers, and systems improved their capabilities and readiness to accomplish the mission.
02	Yes/No	Environmental considerations planning and procedures were present and being followed.
03	Time	To perform checks and inspections.
04	Time	To correct deficiencies found during inspection.
05	Percent	Of units, individuals, and materiel not ready for operation.
06	Percent	Of deficiencies corrected before operation.

**ART 5.1.2.6 INTEGRATE NEW UNITS AND SOLDIERS INTO THE FORCE**

5-25. Assimilate new units and Soldiers into the force in a posture that allows them to contribute effectively to mission accomplishment during an operation. This includes receiving and introducing them to the force and the operational environment; orienting them on their place and role in the force and the operation; establishing command relationships, sustainment, and communications within the force; and training them in the unit standing operating procedures and mission-essential task list for the operation. (FM 6-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Integration of new units and Soldiers made them contribute more effectively to mission accomplishment.
02	Time	To receive individuals into new organizations.
03	Time	To introduce individuals to the operational environment and the operation.
04	Time	To receive new organizations into the force.
05	Time	To introduce new organizations to the operational environment and the operation.
06	Time	To train new organizations and individuals for the operation.
07	Percent	Of individuals successfully integrated into new organizations.
08	Percent	Of organizations successfully integrated into force.
09	Percent	Of new Soldiers within the unit who must be assimilated.
10	Number	Of new Soldiers within the unit who must be assimilated.

**Ψ ART 5.1.3 EXECUTE TACTICAL OPERATIONS**

5-26. *Execution* is putting a plan into action by applying combat power to accomplish the mission and using situational understanding to assess progress and make execution and adjustment decisions. It focuses

on concerted action to seize, retain, and exploit the initiative. Army forces seize the initiative immediately and dictate tempo throughout all operations. (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Mission accomplished per higher commander's intent.
02	Yes/No	Mission accomplished per specified timeline.
03	Yes/No	Mission accomplishment did not detract from unit's capability of continuing or being assigned future missions and operations.
04	Yes/No	Mission accomplished without excessive expenditure of resources.
05	Yes/No	Actions synchronized using the rapid decisionmaking and synchronization process.
06	Time	To accomplish mission.
07	Percent	Of enemy actions successfully countered.
08	Number	Of opportunities for success exploited.
09	Ratio	Of friendly versus enemy casualties (Soldiers and weapon systems) to accomplish mission.

**ART 5.1.3.1 PERFORM ONGOING FUNCTIONS**

5-27. Perform routine tasks during execution essential to satisfactory mission accomplishment. (FM 6-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit performed routine management tasks as necessary to accomplish the mission without the need to take extraordinary efforts to ensure correct performance.
02	Percent	Of all functions performed adequately during operations.
03	Percent	Of individual functions performed adequately during operations.
04	Number	Of friendly missions affected by failure to perform one or more functions.

**ART 5.1.3.1.1 Focus Assets on Decisive Operation**

5-28. Continuously survey all assets and ensure that they are in position and tasked to support the decisive operation or main effort for a phase of an operation or that they are moving to a position where they can provide that support. (FM 6-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit allocation of combat power regularly supported the decisive operation necessary to accomplish the mission.
02	Percent	Of combat power assets directed to decisive operation.
03	Number	Of incidents of excessive combat power used to execute shaping operations.
04	Number	Of incidents of combat power resources improperly positioned to support decisive operation.

**ART 5.1.3.1.2 Adjust Commander's Critical Information Requirements and Essential Elements of Friendly Information**

5-29. Continuously update commander's critical information requirements (CCIRs) and essential elements of friendly information (EEFI) during operations with routine review by the commander and staff. Analyze information requirements against changing operational circumstances and designate information requirements that affect decisionmaking and the success of the mission and decisive operation. (FM 6-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit continuously adjusted CCIRs and EEFI during operations with review by commander and staff.
02	Time	Of lag between changing information and update of CCIRs and EEFI.
03	Number	Of CCIRs and EEFI requirements not updated or changed.

**ART 5.1.3.1.3 Adjust Graphic Control Measures**

5-30. Change graphic control measures, including fire support coordination measures, any time there is significant movement of forces or special operations force activity in the area of operations. (FM 6-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Adjustment of graphic control measures reflected changes in the factors of mission, enemy, terrain and weather, troops and support available, time available, civil considerations and was timely and effective.
02	Time	Between operations and update of graphic control measures.
03	Percent	Of graphic control measures requiring amendment to facilitate operations.
04	Number	Of graphic control measures not updated.
05	Number	Of significant movement of forces compared to the number and timeliness of graphic changes.

**ART 5.1.3.1.4 Manage Sustainment Force Positioning**

5-31. Move or cause sustainment forces to be moved and positioned where they can contribute the maximum support to the operation. Determine where the sustainment forces are and where they must be to continuously provide effective support. Allow adequate planning and execution time to support mission requirements. (FM 6-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Commander repositioned sustainment units and activities as necessary to respond to tactical operations without negative effects on friendly operations.
02	Time	To produce essential sustainment repositioning without negative effects on friendly operations.
03	Time	Between identification of need for repositioning and commencement of repositioning.
04	Percent	To which friendly operations affected by failures in sustainment positioning.
05	Number	Of friendly operations adversely affected by failure in positioning.

**ART 5.1.3.1.5 Manage Use and Assignment of Terrain**

5-32. Ensure that adequate space, including the use of routes, is available at the right time to support critical activities, especially the decisive operation in the area of operations. (FM 6-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Adequate maneuver space and routes supported the decisive operation.
02	Time	Since last check of terrain management status.
03	Number	Of friendly unit operations affected by lack of terrain management.
04	Number	Of incidents where friendly units dispute assignment of terrain or routes.

**ART 5.1.3.1.6 Maintain Synchronization**

5-33. Take actions to preserve the arrangement of military actions in time, space, and purpose to produce maximum relative military power at a decisive place and time. (FM 6-0) (USACAC)

## Chapter 5

No.	Scale	Measure
01	Yes/No	Combat power was available at the decisive place and time to accomplish the mission.
02	Percent	Of assigned and supporting forces executed operation with right people, in right place, and at right time.
03	Percent	Of force or subordinate missions and support carried out as planned.
04	Percent	Of friendly forces actively contributing to conduct of operation.
05	Percent	Of support requirements met at time and as required.
06	Percent	Of policies and procedures for establishment and coordination of logistics, maintenance, transportation, and other support completed.
07	Number	Of missions accomplished without appropriate coordination.

### ART 5.1.3.1.7 Control Tactical Airspace

5-34. Maximize the combat effectiveness of all tactical airspace users to include aerial systems in support of the operation. Prevent fratricide, enhance air defense operations, and permit greater flexibility of tactical operations. Prepare and implement the tactical airspace control plan and associated airspace control measures. (FM 3-52) (USACAC)

No.	Scale	Measure
01	Yes/No	The control of tactical airspace allowed airspace users to support tactical operations while preventing fratricide.
02	Yes/No	The control of tactical airspace enhanced the conduct of air operations.
03	Yes/No	The control of tactical airspace enhanced the conduct of air defense operations.
04	Time	To confirm identity of unidentified friendly target.
05	Time	Since last publication of airspace control orders.
06	Percent	Of friendly aircraft destroyed by friendly air defense.
07	Percent	Of friendly aircraft destroyed by friendly fire.
08	Percent	Of positive identification false negatives (friendly identified as enemy).
09	Percent	Of positive identification false positives (enemy identified as friendly).
10	Percent	Of fixed-wing sorties receive clearances needed to accomplish the mission.
11	Percent	Of rotary-wing sorties receive clearances needed to accomplish the mission.
12	Percent	Of air defense operations that did not interfere with other operations.
13	Number	Of attacks by enemy air forces and the time that they occur.
14	Number	Of air-to-air mishaps in the area of operations.

### ART 5.1.3.1.8 Control a Tactical Insertion of Forces

5-35. Control an Army tactical insertion in support of campaign objectives. The insertion force may employ organic aviation assets or assets from other Services for transport to the objective area. (FM 3-52) (USACAC)

No.	Scale	Measure
01	Yes/No	Mission accomplished per higher commander's intent.
02	Yes/No	Mission accomplished per timeline.
03	Yes/No	Risk assessment conducted during planning phase.
04	Yes/No	Army personnel recovery included in plan.
05	Yes/No	Rehearsals conducted.
06	Yes/No	En route communications maintained between forcible entry force and controlling headquarters.
07	Yes/No	Liaison established with supporting movement element prior to H-hour.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
08	Yes/No	Preassault fires executed prior to H-hour.
09	Percent	Of friendly casualties occurring during forcible entry operation.

**ART 5.1.3.2 PERFORM PLANNED ACTIONS, SEQUELS, AND BRANCHES**

5-36. Implement actions anticipated by and outlined in the plan of operations based upon evaluation of progress as within the criteria of success in the plan. (FM 6-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit executed planned actions, sequels, and branches based upon the evaluation of progress.
02	Time	To refine planned branch or sequel for use by force.
03	Percent	Of planned branches and sequels meeting requirements of current operation.

**ART 5.1.3.3 ADJUST RESOURCES, CONCEPT OF OPERATIONS, OR MISSION**

5-37. Take actions to modify the operation (or major activities) to exploit opportunities or resolve progress problems as a result of evaluation of the progress of the operation against the criteria of success. (FM 6-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Commander adjusted unit plan to exploit opportunities or resolve problems occurring during execution.
02	Time	To adjust original plan after assessing progress and recognizing threat or opportunity.
03	Number	Of adjustments effective in seizing opportunity or countering threat.

**ART 5.1.3.4 SYNCHRONIZE ACTIONS TO PRODUCE MAXIMUM EFFECTIVE APPLICATION OF MILITARY POWER**

5-38. Arrange military actions by forces and warfighting functions in time, space, and purpose to produce maximum relative military power at a decisive place and time. (FM 6-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Commander synchronized unit actions to accomplish the mission.
02	Time	To resynchronize warfighting functions after execution or adjustment decision.
03	Percent	Of required resynchronization accomplished in time available.
04	Percent	Of assigned and supporting forces coordinated to synchronize operation in right place at right time.
05	Number	Of friendly actions.
06	Number	Of uncoordinated element or activity actions causing disruption or delay of U.S. or multinational plans and objectives.

**ART 5.1.3.4.1 Coordinate Actions Within a Staff Section**

5-39. Exchange information and arrange actions to inform, integrate, and deconflict actions within a staff section during operations to reduce duplication, confusion, and problems. (FM 6-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit deconflicted actions within a staff section.
02	Time	Spent to coordinate within staff section.
03	Percent	Of actions coordinated within staff section before disseminating further.

No.	Scale	Measure
04	Incidents	Of actions uncoordinated within staff section causing disruption or delay of operation.
05	Incidents	Of actions uncoordinated within staff section affecting others' actions.

**ART 5.1.3.4.2 Synchronize Actions Among Staff Sections (Coordinating, Special, and Personal)**

5-40. Coordinate actions among staff sections in arranging military actions in time, space, and purpose by warfighting functions to produce the maximum relative military power at a decisive place and time. This includes informing of, integrating, and deconflicting actions undertaken by or directed by staff sections during operations to reduce duplication, confusion, and problems among the staff sections. (FM 6-0) (USACAC)

*Note:* ART 5.1.3.4.2 includes the targeting process outlined in JP 3-60 and FM 3-60.

No.	Scale	Measure
01	Yes/No	Staff section cooperated in arranging military actions in time, space, and purpose.
02	Time	Spent to coordinate among staff sections.
03	Percent	Of actions coordinated among staff sections before disseminating further.
04	Number	Of uncoordinated actions between staff sections causing disruption or delay of unit operations.
05	Number	Of actions uncoordinated among staff section affecting others' actions.

**ART 5.1.3.4.3 Review Orders of Subordinate Organizations**

5-41. Ensure that all relevant information and factors issued in subordinate orders contribute to vertical warfighting function synchronization. ART 5.1.3.4.3 informs the staff about whom they will have to coordinate. It reveals potential conflicts and problems among subordinate forces, higher headquarters, adjacent, and other units that might affect or be affected by the subordinate plan and the headquarters' plan. It resolves conflicts and problems among forces before they affect preparations or operations, or resolves the damage. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Commander resolved conflicts and problems between subordinates before they affected preparations or operations.
02	Percent	Of subordinate organization orders reviewed.
03	Number	Of discrepancies between subordinates organizations' orders and unit order force order that could have affected operation.

**ART 5.1.3.4.4 Synchronize Force Operations**

5-42. Arrange military actions by subordinate forces and the force as a whole in time, space, and purpose to produce maximum relative military power at a decisive place and time. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Synchronized force operations allowed the unit to accomplish its mission.
02	Percent	Of assigned and supporting forces participating in operation in right place at right time.
03	Number	Of uncoordinated element or activity actions causing disruption or delay of operation.

**+ ART 5.1.3.4.5 Advise the Command**

5-43. Staffs contribute to achieving the commander's intent by fulfilling their functional responsibilities within the authority the commander delegates to them. Effective staffs and staff members provide commanders with timely relevant information and well-analyzed recommendations. Staff members inform

and advise the commander and other staff members concerning matters pertaining to their respective and related functional responsibilities and assigned duties. (FM 6-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Staff section provided quality and timely information in support of decision making processes.
02	Yes/No	Staff assisted the commander minimize unnecessary risks by assessing hazards within their respective and related functional responsibilities and duties.
03	Yes/No	Staff informed and advised the commander and other staff members concerning all matters in their individual functional responsibilities.
04	Yes/No	Staff informed and advised the commander and other staff members concerning capabilities, limitations, requirements, availability, and employment of resources.
05	Yes/No	Staff informed and advised the commander and other staff members concerning capabilities, limitations, requirements, availability, and employment of supporting forces.
06	Yes/No	Staff informed and advised the commander and other staff members concerning directives and policy guidance from higher headquarters.
07	Yes/No	Staff functions are synchronized by the Chief of Staff or Executive Officer to provide a singular product that is not a series of individual staff estimates.
08	Yes/No	Staff coordinated with supporting units and higher headquarters for operational needs beyond unit capability.
09	Time	To evaluate, update, and disseminate new information with higher, lower, adjacent, supported and supporting organizations, which facilitate collaborative planning, rapid execution of commander's orders, and a shared situational understanding of the operational environment.

**ART 5.1.3.5 CONDUCT TRANSITIONS**

5-44. Transitions mark intervals between the ongoing operation and full execution of branches and sequels. Transitions often mark the change from one dominant type of operation, such as offense, to another such as stability. Commanders at all levels must possess the mental agility to rapidly transition from one type of operation to another. For example, at lower echelons, transitions occur when one formation passes through another, or when units must breach an obstacle belt. Links between phases and the requirement to transition between phases are critically important. Commanders establish clear conditions for how and when these transitions occur during planning. Although phases are distinguishable to friendly forces, the operational design conceals these distinctions from opponents through concurrent and complementary joint and Army actions. (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit conducted transition from one phase to another and maintained seamless continuity of operations.
02	Yes/No	Commander provided new graphic control measures.
03	Yes/No	Commander adopted new task organization, if required.
04	Yes/No	Commander issued new priorities.
05	Yes/No	Commander issued new rules of engagement.
06	Yes/No	Commander determined possible branches or sequels for likely next phase.

**ART 5.1.3.6 RECONSTITUTE TACTICAL FORCES**

5-45. Reconstitution is the extraordinary action taken by commanders to restore units to a desired level of combat effectiveness, commensurate with mission requirements and available resources. The major elements of reconstitution are reorganization, assessment, and regeneration. Reconstitution requires a decision by the commander having control of the required resources. (FM 100-9) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit conducted reconstitution and maintained seamless continuity of operations.
02	Yes/No	Commander provided new graphic control measures.
03	Yes/No	Commander adopted new task organization, if required.

#### ART 5.1.3.6.1 Reorganize Units as Part of a Reconstitution Effort

5-46. Reorganization is action to shift resources within a degraded unit to increase its combat effectiveness. Commanders of all types of units at each echelon conduct reorganization. They reorganize before considering regeneration. Reorganization may be immediate or deliberate. (FM 100-9) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit reorganized and maintained seamless continuity of operations.
02	Yes/No	Commander provided new graphic control measures.
03	Yes/No	Commander adopted new task organization, if required.

#### ART 5.1.3.6.2 Regenerate Units and Organizations as Part of a Reconstitution Effort

5-47. Regeneration is the rebuilding of a unit, involving large-scale replacement of personnel, equipment, and supplies. This is a higher level of reorganization than the unit can do during normal reorganization without major personnel resources. (FM 100-9) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit regenerated and maintained seamless continuity of operations.
02	Yes/No	Commander provided new graphic control measures.
03	Yes/No	Commander adopted new task organization, if required.

### Ψ ART 5.1.4 ASSESS TACTICAL SITUATIONS AND OPERATIONS

5-48. *Assessment* refers to the continuous monitoring and evaluation of the current situation, particularly the enemy, and progress of an operation. Assessment precedes and guides every activity in the operations process and concludes each operation or phase of an operation. It involves a comparison of forecasted outcomes to actual events. (USACAC)

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*Note:* Assessment entails three tasks: continuously assessing the enemy's reactions and vulnerabilities; continuously monitoring the situation and progress of the operation towards the commander's desired end state; and continuously evaluating the operation against measures of effectiveness and measures of performance.

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No.	Scale	Measure
01	Yes/No	Assessment supported decisionmaking and adjustments during the operations process.
02	Time	To compare situation against criteria of success.
03	Time	For commander to assess progress.
04	Percent	Of enemy actions or operations forecast.
05	Percent	Of time event of interest occurs without options available.
06	Percent	Of accuracy of commander's assessment of progress.

#### ART 5.1.4.1 MONITOR SITUATION OR PROGRESS OF OPERATIONS

5-49. Collect relevant information on the situation or operation to evaluate the actual situation or progress of the operation and support decisionmaking. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Relevant information collected accurately reflected the situation or progress of the operation and supported decision making.
02	Time	Of lag in currency of information on adjacent military forces or non-Department of Defense agencies.
03	Time	To obtain information on changes to tactical situation.
04	Time	Since update of force situation.
05	Time	To access current situation.
06	Percent	Of time that commander learns of emerging tactical event from staff.
07	Number	Of incidents in which the commander was surprised (not briefed) by critical or emerging event.
08	Number	Of instances when commanders learn of emerging events from sources outside their staff.

#### ART 5.1.4.2 EVALUATE SITUATION OR OPERATION

5-50. Analyze and compare the actual situation or progress of the operation against criteria of success. Highlight variances between the planned situation at that time in the operation and the current situation, and forecast the degree of mission accomplishment. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Evaluation reflected reality of the degree of mission accomplishment and forecasted the degree of mission accomplishment.
02	Time	To evaluate progress or situation and determine type of decision.
03	Time	To complete evaluation of situation or progress.
04	Percent	Of accuracy of evaluation of situation or progress.
05	Percent	Of accurate friendly evaluations.
06	Number	Of opportunities or threats recognized.

#### ART 5.1.4.2.1 Develop Running Estimates

5-51. Use the running estimate procedure—consisting of significant facts, events, and conclusions based on analysis—as the staff element’s means of assessing within their functional field. Running estimates consider both quantifiable and intangible aspects of military operations. They are as thorough as time permits and updated regularly as part of an ongoing process. They support assessing throughout the operations process. Running estimates also support the commander’s visualization of the operation. (FM 6-0) (USACAC)

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*Note:* The intelligence running estimate is the product of intelligence preparation of the battlefield. See ART 2.2.1 (Perform Intelligence Preparation of the Battlefield).

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No.	Scale	Measure
01	Yes/No	Running estimates were accurate and supported the commander’s visualization of the operation.
02	Time	Into future that planning branches have been developed.
03	Time	From receipt of information to complete or update running estimate.
04	Percent	Of decision points that have branches.
05	Percent	Of enemy actions or operations affected course of battle, but not forecast.
06	Percent	Of forecast branches appeared at execution.

**ART 5.1.4.2.2 Evaluate Progress**

5-52. Conclude whether the variances from the criteria of success of the current situation or progress of the operation are significant enough to affect accomplishing the mission or meeting the commander’s intent and warrant adjustment. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Mission command networks and systems effectively concluded when the force met the commander’s intent or needed to adjust its course of action.
02	Time	For commander or staff to forecast degree of mission accomplishment based on variance.
03	Time	From receipt of information to complete evaluation of progress.
04	Percent	Of accurate evaluation of variances.
05	Percent	Of accurate forecast of progress and meaning of forecast.

**ART 5.1.4.3 PROVIDE COMBAT ASSESSMENT**

5-53. Determine the overall effectiveness of firepower employment during military operations. Firepower employed can be lethal and nonlethal in nature and delivered by direct and indirect fire systems. The objective of combat assessment is to identify recommendations for maneuver operations. Combat assessment is the overarching concept that consists of battle damage and munitions effects assessments while providing reattack recommendations. (FM 2-0) (USAIC&FH)

No.	Scale	Measure
01	Yes/No	The commander determined the overall damage inflicted on the enemy by those direct and indirect fires employed during the conduct of operations.
02	Time	To commence subsequent operations or restrike while awaiting combat assessment.
03	Time	To complete combat assessment.
04	Time	To provide full assessment of attacks to force commander.
05	Time	To provide initial combat assessment of attacks to force commander.
06	Time	To perform the combat assessment functions of battle damage assessment, mission assessment, and munitions effectiveness assessment based on commander’s guidance or objectives.
07	Percent	Of high-payoff targets assessed as killed later assessed as being mission capable.
08	Percent	Difference between higher-level and force assessment of effectiveness.
09	Percent	Of targets with combat assessment data available.
10	Percent	Of targets unnecessarily reattacked.

**ART 5.1.4.3.1 Perform Battle Damage Assessment**

5-54. Provide a timely and accurate estimate of damage resulting from the application of military force, either lethal or nonlethal, against a target. Battle damage assessment provides commanders with a timely and accurate snapshot of their effect on the enemy. This helps commanders determine when or if their targeting effort is meeting their objectives. This task also includes determining if the application of military force results in the release of hazardous material. (USAFAS)

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*Note:* This task is supported by the ART 2.4.3 (Provide Intelligence Support to Combat Assessment). It is also associated with the decide, detect, deliver, and assess (D3A) process.

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No.	Scale	Measure
01	Yes/No	The commander accurately determined the damage to the enemy from the overall effects of firepower employed during the conduct of military operations.
02	Time	To commence subsequent operations or reattack (following receipt of assessment).
03	Time	To complete full assessment of attacks after time on target.

No.	Scale	Measure
04	Time	To make initial assessment of attacks after time on target.
05	Time	To provide full assessment of attacks to force commander.
06	Time	To provide initial battle damage assessment of attacks to force commander.
07	Percent	Of high-payoff targets assessed as killed later assessed as being mission capable.
08	Percent	Of targets have battle damage assessment based on more than one type of system.
09	Percent	Of targets unnecessarily reattacked.
10	Percent	Of difference between higher-level and force assessment of effectiveness.

#### ART 5.1.4.3.2 Perform Munitions Effects Assessment

5-55. Assess the military force in terms of the lethal and nonlethal weapon systems and munitions effectiveness. This assessment is used as the basis of recommendation for changes to increase the effectiveness of methodology, tactics, weapon system, munitions, and weapon delivery parameters. Munitions effects assessment takes place concurrently and interactively with battle damage assessment. This assessment is primarily the responsibility of operations and fire support personnel, with input from the intelligence warfighting functions. (FM 3-60) (USAFAS)

No.	Scale	Measure
01	Yes/No	The commander accurately determined the overall effects of munitions and weapon systems employed against specific types of targets during the conduct of military operations.
02	Time	To commence subsequent operations or reattack (following receipt of munitions effects assessment).
03	Time	To complete munitions effects assessment after attack.
04	Time	To provide full assessment of attacks to force commander.
05	Time	To provide initial munitions effects assessment of attacks to force commander.
06	Percent	Of high-payoff targets assessed as killed later assessed as being mission capable.
07	Percent	Of high-payoff targets that require reattack.
08	Percent	Of high-payoff targets successfully attacked.
09	Percent	Difference between higher level and force assessment of munitions effectiveness.
10	Percent	Of targets unnecessarily reattacked.

#### ART 5.1.4.3.3 Provide Reattack Recommendation

5-56. Make recommendations to the commander, considering the level to which operational objectives have been met regarding reattack and other recommendations that address operational objectives relative to target, target critical elements, target systems, and enemy combat strengths. (FM 3-60) (USAFAS)

No.	Scale	Measure
01	Yes/No	Reattack recommendations were effective and efficient.
02	Time	To commence subsequent operations or execute other options.
03	Time	To provide full assessment of attacks to joint force commander.
04	Time	To assess reattack requirement (after attack).
05	Time	To provide initial reattack assessment of attacks to force commander.
06	Percent	Of high-payoff target attacks unsuccessful.
07	Percent	Of high-payoff targets assessed as killed later assessed as being mission capable.
08	Percent	Of high-payoff targets that require reattack.
09	Percent	Of high-payoff targets successfully attacked.

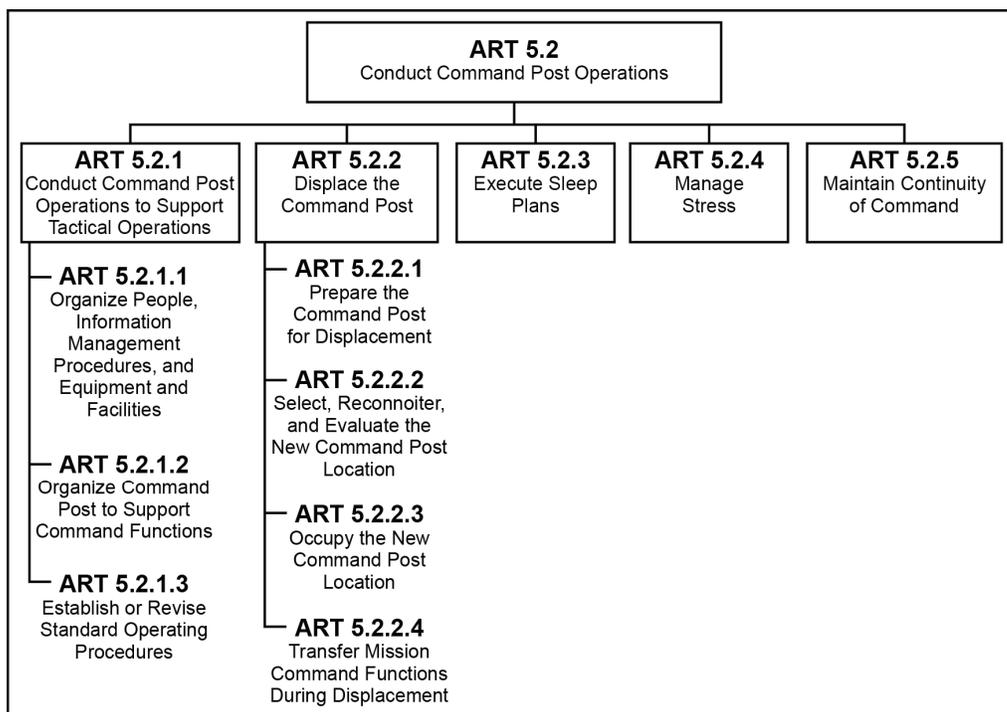
No.	Scale	Measure
10	Percent	Of difference between higher level and force assessment of reattack requirement.
11	Percent	Of targets unnecessarily reattacked.

**§ ART 5.1.4.4 PROVIDE VISUAL INFORMATION SUPPORT**

5-57. A unit that provides visual information support creates a record of unit activities. These still and motion video recordings show friendly forces, equipment, and positions before, during, and after engagements; terrain features in current or projected operational areas; battle damage to friendly, enemy, or host-nation property; and any essential element of friendly information that assists a commander in conducting (planning, preparing, executing, and assessing) operations. (ATTP 6-02.40) (USASCoE)

No.	Scale	Measure
01	Yes/No	Visual information support assisted the commander with the operations process.
02	Time	To provide combat camera detachment commander when determined necessary.
03	Time	To process media and produce imagery for short-notice tasking.
04	Time	To provide finished imagery products to customers.
05	Time	To provide finished imagery products to customers in the United States.
06	Time	To respond to and be on scene for short-notice tasking.
07	Time	To review selected combat camera materials (for release, until release, including products to be released by public affairs representatives, before delivery to the releasing agency).
08	Percent	Of photographic images and electronic documentation available.
09	Percent	Of presented coverage deemed suitable by customer (such as audience attention and share).
10	Percent	Of subject coverage requests filled.

**SECTION II – ART 5.2: CONDUCT COMMAND POST OPERATIONS**



5-58. Organize, create or erect, operate, and move the principal facility used by the commander to exercise mission command of tactical operations. The command post performs the mission command warfighting functions discussed in succeeding subtasks. (FM 6-0) (USACAC)

*Note:* ART 6.5.3 (Establish Local Security) and ART 6.11.1 (Conduct Operations Security) address tasks inherently associated with conduct of command post operations. The measures of performance for those tasks are not included with the measures of performance of any of the tasks in this chapter since they are separate tasks.

No.	Scale	Measure
01	Yes/No	Command post supported commanders in exercising mission command of their units to accomplish the mission within the time and parameters specified by the higher commander and as stated in the operation order.
02	Time	To form command post from fully operational headquarters.
03	Time	To determine command post structure.
04	Time	To accomplish missions.
05	Percent	Of tactical actions or operations able to be executed.
06	Percent	Of missions accomplished.

### **ART 5.2.1 CONDUCT COMMAND POST OPERATIONS TO SUPPORT TACTICAL OPERATIONS**

5-59. Organize, create or erect, and operate the command post in a manner that allows it to perform staff functions effectively for a particular operation. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Command post supported commanders in exercising mission command of their units to accomplish the mission within the time the operation order specifies.
02	Yes/No	Command post could communicate critical information with higher and subordinate headquarters, adjacent headquarters, and supported headquarters in near-real time.
03	Time	To establish command post for operations.
04	Percent	Of mission command functions performed to standard.
05	Percent	Of mission command nodes that possess required communications capabilities.
06	Percent	Of essential mission command, communications, and computer systems accessible from all subordinate locations.
07	Percent	Of required staff positions and materiel filled.
08	Number	Of times that subordinate commanders are unable to communicate with force headquarters.

#### **ART 5.2.1.1 ORGANIZE PEOPLE, INFORMATION MANAGEMENT PROCEDURES, AND EQUIPMENT AND FACILITIES**

5-60. Establish relationships among the personnel, information management, procedures, and equipment and facilities essential for using and communicating the common operational picture and execution information to achieve situational understanding and to direct the conduct (planning, preparing for, executing, and assessing) of operations. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Appendix A Organization and level of resources met mission command networks and systems requirements.
02	Time	To submit host-nation supportability requests.
03	Time	To obtain host-nation supportability approval.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
04	Time	To form force staff (from activation order).
05	Time	To staff and equip mission command networks and systems .
06	Time	To establish and approve mission command networks and systems architecture.
07	Number	Of required mission command networks and systems resources identified.
08	Percent	Of required mission command networks and systems resources provided.

### Ψ ART 5.2.1.2 ORGANIZE COMMAND POST TO SUPPORT COMMAND FUNCTIONS

5-61. Arrange command post equipment and facilities in a manner that effectively supports the personnel performing command functions for a specific operation or situation. (FM 6-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Command post organization facilitated performing command functions for a specific operation.
02	Time	After constitution of command post to establish “daily battle rhythm.”
03	Percent	Of normal operations covered by procedures.
04	Number	Of incidents of friendly forces orders or taskings significantly delayed because of unclear relationships within headquarters.
05	Number	Of incidents of friendly forces orders or taskings significantly delayed.

### Ψ ART 5.2.1.3 ESTABLISH OR REVISE STANDARD OPERATING PROCEDURES

5-62. Create or modify a set of instructions covering those tasks and functions that lend themselves to a definite or standard procedure without a loss of effectiveness; the standard operating procedures is effective unless ordered otherwise to meet altered conditions. (FM 6-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit’s standard operating procedures or its revisions facilitated mission accomplishment and warfighting functions integration.
02	Yes/No	Commands had policies and procedures for operation and maintenance of information systems.
03	Yes/No	Commands had restoration plans for critical failures.
04	Percent	Of procedures revised during operations.
05	Percent	Of total “down” time for operational mission command networks and systems attributed to failure to follow established policies and procedures.

### ART 5.2.2 DISPLACE THE COMMAND POST

5-63. Move or transfer the principal facility used by the commander to exercise mission command of tactical operations of a specific operation. (FM 6-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Command post displaced when necessary and resumes supporting the commander within the time the operation order specifies.
02	Time	To displace and establish command post in new location.
03	Time	To resume full operations in new location.
04	Number	Of incidents of degraded mission command effectiveness during displacement.
05	Number	Of incidents of operations affected negatively by displacement.

**ART 5.2.2.1 PREPARE THE COMMAND POST FOR DISPLACEMENT**

5-64. Execute activities before movement to facilitate the command post move. These activities include, but are not limited to, dismantling information systems and associated networks, dismantling the facilities and equipment, and packing elements of the command post per load plans. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Command post prepared for displacement within the time either the unit standing operating procedures or operation order specifies.
02	Yes/No	Unit planned for continuous communications during command post displacement.
03	Time	Before displacement to publish plan.
04	Time	To dismantle information systems and networks, facilities, and equipment.
05	Time	To pack for displacement.
06	Percent	Of command post packed per loading plans or standing operating procedures.

**ART 5.2.2.2 SELECT, RECONNOITER, AND EVALUATE THE NEW COMMAND POST LOCATION**

5-65. Decide and confirm the suitability of the location to which the command post should displace, including the time of and for movement. (FM 6-0) (USACAC)

*Note:* ART 1.3 (Conduct Tactical Troop Movements) covers movement of command posts.

No.	Scale	Measure
01	Yes/No	Selection, reconnaissance, and evaluation of the new command post location resulted in a new location that effectively supports the exercise of mission command.
02	Time	To form reconnaissance party.
03	Time	For reconnaissance party to decide and confirm suitability of new location.
04	Time	For reconnaissance party to communicate findings to command post.
05	Percent	Of decisions of reconnaissance party valid for command post functions.

**ART 5.2.2.3 OCCUPY THE NEW COMMAND POST LOCATION**

5-66. Execute activities following a tactical or administrative movement to establish and conduct command post operations. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Occupation of the new command post location allowed the command post to support the commander effectively in the exercise of mission command and within the time the unit standing operating procedures or operation order specifies.
02	Yes/No	Location of new command post met security requirements.
03	Time	To account for 100 percent of personnel and equipment after last arrival at final destination.
04	Time	To unpack equipment from transport.
05	Time	To set up facilities and information systems and networks for operation.
06	Time	To reestablish communications links after arrival.
07	Percent	Of mission command functions performed effectively after arrival.

**ART 5.2.2.4 TRANSFER MISSION COMMAND FUNCTIONS DURING DISPLACEMENT**

5-67. Reassign mission command functions from the old location to the new location. Maintain mission command functions during the move without disrupting performance of mission command functions for the force. (FM 6-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Mission command functions transfer allowed the unit mission command networks and systems to maintain mission command functions without disruption.
02	Time	To transfer mission command to alternate command post.
03	Percent	Of effectiveness of alternate command post.
04	Percent	Of communications with subordinate headquarters during displacement.
05	Percent	Of effectiveness of mission command functions during displacement.
06	Percent	Of mission command functions not performed during displacement.

**ART 5.2.3 EXECUTE SLEEP PLANS**

5-68. Identify, counter, and minimize the degrading effects of night operations and sleep loss on units as they execute continuous operations. (FM 6-22.5) (USAMEDDC&S)

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

**ART 5.2.4 MANAGE STRESS**

5-69. Identify, counter, and minimize the degrading effects of stress on units as they execute continuous operations. (FM 6-22.5) (USAMEDDC&S)

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

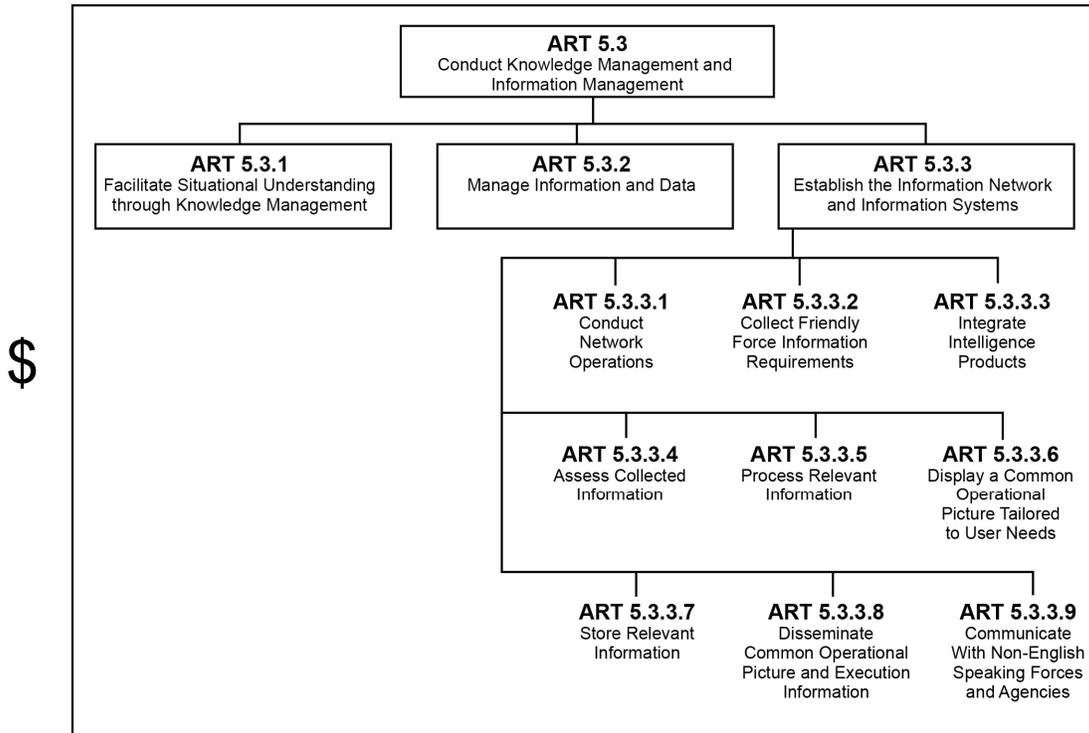
**ART 5.2.5 MAINTAIN CONTINUITY OF COMMAND**

5-70. Ensure—through succession of command and the ability of the commander to exercise command continuously from any point in the area of operations—continuity in the exercise of the authority of command and continuity in the performance of functions, tasks, or duties necessary to accomplish a military operation or mission. ART 5.2.5 includes maintaining the functions and duties of the commander as well as the supporting functions and duties performed by the staff and others acting under the authority and direction of the commander. (FM 6-0) (USACAC)

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

No.	Scale	Measure
06	Number	Of times communications with the commander were lost.
07	Number	Of times the commander lost communications with subordinates.

**\$ SECTION III – ART 5.3: CONDUCT KNOWLEDGE MANAGEMENT AND INFORMATION MANAGEMENT**



5-71. Staffs apply the science of control to support the commander’s tasks by conducting knowledge management and information management. **Knowledge management is the art of creating, organizing, applying, and transferring knowledge to facilitate situational understanding and decisionmaking. Information management is the science of using procedures and information systems to collect, process, store, display, disseminate, and protect knowledge products, data, and information.** (USACAC)

*Note:* Knowledge management supports improving organizational learning, innovation, and performance. Information management disseminates timely and protects relevant information to commanders and staffs. Information management helps commanders develop situational understanding.

**\$ ART 5.3.1 FACILITATE SITUATIONAL UNDERSTANDING THROUGH KNOWLEDGE MANAGEMENT**

5-72. Units facilitate situational understanding through knowledge management when they create, organize, apply, and transfer knowledge to help develop a common operational picture and situational understanding. Knowledge management supports improving organizational learning, innovation, and performance. Knowledge management processes ensure that knowledge products and services are relevant, accurate, timely, and useable to commanders and decision-makers. (USACAC)

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

### § ART 5.3.2 MANAGE INFORMATION AND DATA

5-73. Units that manage information and data, identify information, and then direct relevant information to the right person, at the right time, in a usable format to facilitate situational understanding and decisionmaking. They use procedures and information systems to collect, process, display, store, and disseminate data and information. (FM 6-0) (USACAC)

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

### § ART 5.3.3 ESTABLISH THE INFORMATION NETWORK AND INFORMATION SYSTEMS

5-74. Units establish the information network and information systems. They install, operate, and maintain networks that ensure information systems and personnel can perform information management activities. ART 5.3.3 includes network operations, functions (enterprise systems management, content staging and information dissemination management, information assurance, and computer network defense), and repositioning information systems (such as communications nodes) to maintain continuity of command. (FM 6-0) (USACAC)

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

**§ ART 5.3.3.1 CONDUCT NETWORK OPERATIONS**

5-75. As units conduct network operations, they perform the essential tasks to support situational awareness that commanders will use to operate and defend the network. (FM 6-02.71) (USASCoE)

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

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

### § ART 5.3.3.2 COLLECT FRIENDLY FORCE INFORMATION REQUIREMENTS

5-76. Collect data about friendly forces from the information environment for processing, displaying, storing, and disseminating to support mission command functions. (FM 6-0) (USACAC)

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

### § ART 5.3.3.3 INTEGRATE INTELLIGENCE PRODUCTS

5-77. Units that integrate intelligence products collect intelligence products from intelligence sources and combine them with friendly force information requirements for use in mission command functions. (FM 6-0) (USACAC)

*Note:* ART 2.3 (Perform Intelligence, Surveillance, and Reconnaissance) involves collecting information about the enemy or adversary and other conditions in the area of operations.

No.	Scale	Measure
01	Yes/No	Intelligence products integrated by information management supported decisionmaking.
02	Time	To establish connectivity with component intelligence agencies, combatant command, and national intelligence agencies (after arrival).
03	Time	To integrate intelligence products by users or common operational picture.
04	Percent	Of accuracy of intelligence situation displays integrated with other mission-essential information.
05	Percent	Of intelligence products properly integrated with other information.

### § ART 5.3.3.4 ASSESS COLLECTED INFORMATION

5-78. Units that assess collected information apply the criteria of accuracy, timeliness, usability, completeness, and precision to evaluate the quality of relevant information collected. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Relevant information that meets the quality criteria served the commander's needs.
02	Time	To assess collected relevant data.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
03	Percent	Of available information examined and considered in latest status reporting.
04	Percent	Of accuracy of data transmitted and disseminated.
05	Percent	Of time information passed by specified time.
06	Percent	Of time information on commander's critical information requirements passed by specified time.
07	Percent	Of time mission-essential information and threat assessments passed by specified time.
08	Percent	Of reports with no significant errors.

**\$ ART 5.3.3.5 PROCESS RELEVANT INFORMATION**

5-79. Units that perform this task add meaning to relevant information by formatting, plotting, translating, correlating, aggregating, organizing, categorizing, analyzing, and evaluating it to create the common operational picture (COP). (FM 6-0) (USACAC)

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*Note:* The COP is an operational picture tailored to the user's requirements based on common data and information shared by more than one command. The COP facilitates collaborative planning and helps all echelons to achieve situational understanding.

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<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Meaning added to relevant information to create the COP supported decisionmaking.
02	Time	To compile appropriate reports.
03	Time	To provide analysis and evaluation to information.
04	Percent	Of time that unit maintained accurate and current COP in the area of operations.
05	Percent	Of reports processed within time limits.

**\$ ART 5.3.3.6 DISPLAY A COMMON OPERATIONAL PICTURE TAILORED TO USER NEEDS**

5-80. Units that perform this task present relevant information in audio or visual formats that convey the common operational picture (COP) for decisionmaking and exercising other command functions. The COP format should be easily understandable to the user and tailored to the needs of the user and the situation. (FM 6-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit tailored COP to the user's needs and the situation was easily understandable.
02	Time	Between the force COP and the real-world situation to maintain operational information, force status, and the capability to respond to an emerging situation and project branches or sequels.
03	Time	To display shared local databases.
04	Time	For decisionmaker to understand display in decisionmaking.
05	Percent	Of accurate mission-essential information maintained on situation displays.
06	Percent	Of current operational data displays.

**\$ ART 5.3.3.7 STORE RELEVANT INFORMATION**

5-81. Units that perform this task retain relevant information in any form that allows processing, displaying, or disseminating to authorized users when and as required to exercise mission command. ART 5.3.3.7 includes maintaining distributed or common databases. (FM 6-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Stored relevant information was readily available for processing, displaying, or disseminating when and as required to support exercise of mission command.
02	Yes/No	Unit preserved and retained relevant information for historians to collect.

No.	Scale	Measure
03	Time	To post unit reports to appropriate databases or pass to work centers (from receipt).
04	Time	To access and display shared remote databases.
05	Time	To enter most current information on force status.
06	Time	To access shared local databases.
07	Percent	Of relevant information required already in databases.

### § ART 5.3.3.8 DISSEMINATE COMMON OPERATIONAL PICTURE AND EXECUTION INFORMATION

5-82. Units convey relevant information of any kind from one person or place to another by any means to improve understanding or to initiate or govern action, conduct, or procedure. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Common operational picture and execution information disseminated between headquarters in time and with sufficient quality and quantity to allow those headquarters to initiate actions that met the commander's intent.
02	Yes/No	After approval, components and adjacent units received all orders and plans.
03	Time	To process and disseminate status information (to subordinate units).
04	Time	To communicate all approved orders and plans to subordinate and adjacent units.
05	Time	To prepare and forward situation reports.
06	Percent	Of organizations or units receiving latest information.
07	Percent	Of command plans, reports, and other information passed error free.
08	Percent	Of addressees that received message.
09	Percent	Of addressees that received critical planning messages (such as warning orders).
10	Percent	Of messages sent outside normal communications channels.
11	Percent	Of accurate orders and requirements transmitted or disseminated within reporting criteria.
12	Percent	Of information that gets to appropriate people.
13	Percent	Of reports disseminated to all agencies within time limits.
14	Percent	Of time mission-essential information passed within established criteria.
15	Number	Of instances where incoming information (which could affect outcome of operation) is not received by the person responsible for action.

### § ART 5.3.3.9 COMMUNICATE WITH NON-ENGLISH SPEAKING FORCES AND AGENCIES

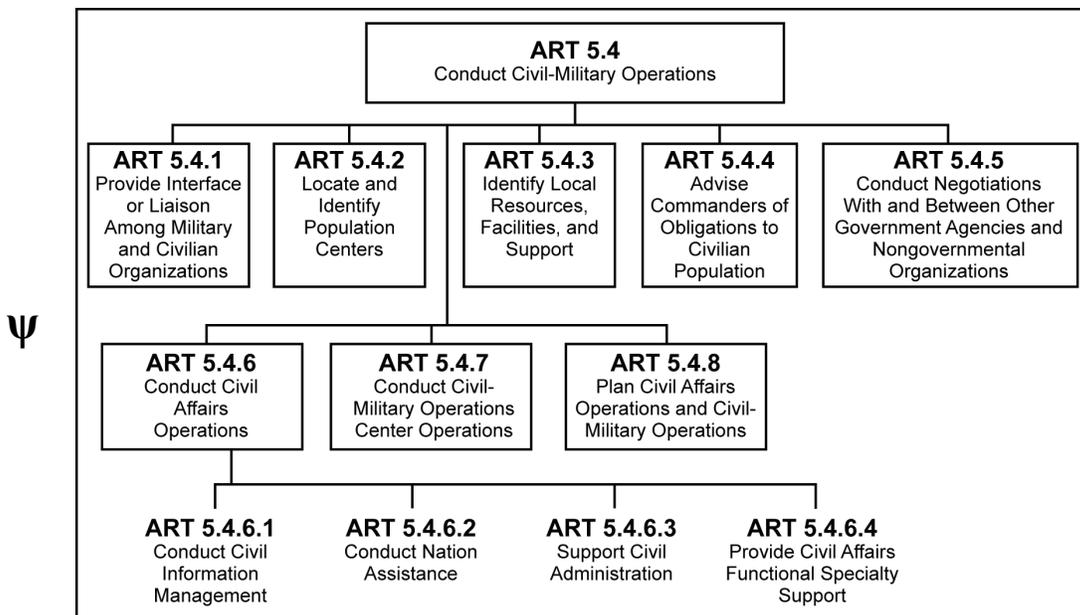
5-83. Units that perform this task communicate verbally, nonverbally, in writing, or electronically in the appropriate language of multinational, host-nation, and nongovernmental forces and agencies to meet all communication requirements. This task requires U.S. personnel to establish and maintain effective rapport with the leaders and staff of multinational or host-nation forces. They achieve information exchange with multinational forces by establishing a multinational information sharing enterprise called the Combined Enterprise Regional Information Exchange System. (FM 6-0) (USACAC)

*Note:* Classified and sensitive information is not passed to multinational partners in violation of policy guidance.

No.	Scale	Measure
01	Yes/No	Communications with non-English speaking personnel sufficiently met all mission command requirements to allow mission accomplishment effectively by force as a whole.
02	Yes/No	Unit protected classified and sensitive information when communicating with multinational partners.

No.	Scale	Measure
03	Time	To communicate information or orders from one language to another orally or in writing.
04	Time	To develop interpersonal relationships.
05	Percent	Of needed information, not passed to or received by allies (due to lack of equipment interoperability).
06	Percent	Of needed information not passed to allies due to classification constraints.
07	Percent	Of accuracy of communication with non-English-speaking forces and agencies.
08	Percent	Of required linguist support provided.
09	Number	Of missions not accomplished and commitments not met due to faulty or lacking language support.
10	Number	Of cultural mistakes occurring while dealing with non-English-speaking forces or agencies.

**±SECTION IV – ART 5.4: CONDUCT CIVIL-MILITARY OPERATIONS**



5-84. \$ Civil-military operations (CMO) are the activities of a commander that establish, maintain, influence, or exploit relations between military forces, governmental and nongovernmental civilian organizations and authorities, and the civilian populace in a friendly, neutral, or hostile operational area in order to facilitate military operations to consolidate and achieve U.S. objectives. CMO may include performance by military forces of activities and functions normally the responsibility of local, regional, or national government. These activities may occur before, during, or after other military actions. They may also occur, if directed, in the absence of other military operations. CMO may be performed by designated civil affairs (CA), by other military forces, or by a combination of CA and other forces. (FM 3-05.40) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	The conduct of CMO in the area of operations (AO) supported mission accomplishment by conventional and unconventional forces.
02	Yes/No	Army forces facilitated and mediated negotiations among opposing ethnic, cultural, religious, and social groups in the AO.
03	Yes/No	Environmental regulations, laws, and considerations were taken into account during planning and were present in procedures being followed.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
04	Yes/No	Unit conducted civil reconnaissance focusing specifically on the civil component: area, structures, capabilities, organizations, people, and events.
05	Yes/No	Unit established measures of effectiveness with a mechanism to monitor and assess those measures.
06	Yes/No	Unit developed a concept to execute CA operations that were through or with host-nation or foreign nation military and civilian organizations.
07	Yes/No	Unit ensured the management of civil information.
08	Yes/No	Unit advised commander on the prioritizing and monitoring expenditures of allocated Overseas Humanitarian Disaster and Civic Aid, Commander's Emergency Response Program, payroll, and other funds dedicated to CMO.
09	Yes/No	Unit coordinated and integrated area assessments and area studies into mission planning.
10	Time	To execute the CA operation plan or order.
11	Time	To refine CA program or produce civil affairs operations annex K to operation order after receipt of warning order.
12	Time	To establish civil-military operations center.
13	Time	For legal review of CA plan.
14	Time	To deploy CA personnel in support of operations.
15	Time	To coordinate with local authorities on local populace control measures.
16	Time	To assess situation and define requirements.
17	Time	To coordinate and liaise with host-nation populations and institutions, intergovernmental organizations, nongovernmental organizations, other government agencies, and military units represented in the AO.
18	Time	To identify and integrate CA support and appropriate CA essential elements of information into command intelligence programs in the AO.
19	Time	To submit the CA operation plan to the supported element for review and approval.
20	Time	To identify cultural, ethnic, social, and religious characteristics of the local populace.
21	Time	To provide the supported element with necessary relevant cultural information to mitigate acts contrary to local culture and norms.
22	Percent	Of local population able to maintain normal day-to-day activities.
23	Percent	Of local population able to remain in their homes.
24	Percent	Of U.S. military supplies and resources in the AO used to support CMO.
25	Number	Of instances of supportive and hostile actions directed toward civilians in the AO.
26	Number	And types of restrictions imposed on the use of cultural property.
27	Number	Of instances of supportive and hostile actions directed toward the U.S. military by the population in the AO.
28	Number	Of incidents of civilian interference with military operations.

## **Ψ ART 5.4.1 PROVIDE INTERFACE OR LIAISON AMONG MILITARY AND CIVILIAN ORGANIZATIONS**

5-85. Provide interface among U.S. forces, indigenous population and institutions, nongovernmental organizations, intergovernmental organizations, and other government agencies. Minimize the likelihood and effects of civil interference with military operations. Prepare and transition liaison activities to follow on military and civilian units and organizations as appropriate. (FM 3-05.40) (USAJFKSWCS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Liaison performed in the area of operations (AO) contributed to accomplishment of the mission.
02	Yes/No	Unit engaged host-nation forces capable of promoting stability.
03	Yes/No	Environmental considerations planning and procedures were present and being followed.
04	Time	To identify key civilian agencies and officials in the AO.
05	Time	To establish liaison with military and civilian organizations.
06	Time	To establish information system interconnectivity among organizations in the AO.
07	Number	Of persons aided by requests for assistance met in the AO.
08	Number	Of U.S. units in the AO assigned with host-nation liaison officers.
09	Number	Of different organizations collaborating on projects in the AO.
10	Number	Of instances of insufficient support provided to and from other nations, groups, and agencies.
11	Number	Of instances of liaison activities with military and civilian organizations initiated by the supported element.
12	Number	Of instances of liaison activities with the supported element initiated by military and civilian units and organizations.
13	Number	And types of information systems used to maintain information flow between liaison teams and supported or supporting organizations.
14	Cost	Of establishing and maintaining effective liaison activities in the AO.

**Ψ ART 5.4.2 LOCATE AND IDENTIFY POPULATION CENTERS**

5-86. Locate and identify population centers in the area of operations that may have impact on military operations or where military operations may significantly impact the civilian population. Anticipate civilian reaction to military operations in or near population centers. (FM 3-05.40) (USAJFKSWCS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The location and identification of population centers in the area of operations (AO) supported mission accomplishment by U.S. forces.
02	Yes/No	Civil affairs unit conducted area assessment in accordance with command guidance and mission requirements.
03	Yes/No	Unit advised the commander regarding the impact of operations on the civilian population.
04	Yes/No	Unit identified local areas likely to require protection from military activities.
05	Time	To identify the impact of military operations on the civilian population.
06	Time	To identify population centers that might interfere with combat operations in the AO.
07	Time	To plan, with military police and local authorities, for the orderly movement of local dislocated civilians during the conduct of combat operations in the AO.
08	Percent	Of operations anticipated to be degraded, delayed, or modified due to dislocated civilians in the AO.
09	Percent	Of resources in the AO required to control the movement of dislocated civilians.
10	Percent	Of dislocated civilian control provided by the host nation.
11	Number	Of civilian casualties sustained during the conduct of military operations in the AO.
12	Number	Of dislocated civilian centers established in the AO.

## Ψ ART 5.4.3 IDENTIFY LOCAL RESOURCES, FACILITIES, AND SUPPORT

5-87. Identify, locate, and help acquire local resources, civilian labor, facilities, and other support that tactical organizations require to accomplish their missions. Assist in the coordination and administration of host-nation support agreements and other forms of support. (FM 3-05.40) (USAJFKSWCS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The identification of local resources, facilities, and other support assisted in accomplishing the mission of Army forces in the area of operations (AO).
02	Yes/No	Civil affairs unit completed area assessment per command guidance and mission requirements.
03	Yes/No	The diversion of local resources, facilities, and other support from civil to military units did not affect the local economy and civilian community in an unacceptable manner.
04	Time	To coordinate host-nation support agreements before or after unit arrival in an AO.
05	Time	To identify sources of dietary items necessary to support the host-nation population and other personnel operating in the AO.
06	Time	To identify sources of nondietary items necessary to support host-nation and U.S. personnel operating in the AO.
07	Time	To identify sources of transportation assets that can be used to support the mission.
08	Time	To identify housing facilities that can be used to support the mission of Army forces.
09	Time	To identify local people—interpreters, skilled craftsmen, professionals, and laborers—who units can hire to support the mission.
10	Percent	Of supplies and services used by U.S. units procured from host-nation sources.
11	Percent	Of sustainment and logistic efforts in the AO provided by the host nation.
12	Percent	Of local economy that will be affected by the acquisition of local resources, facilities, and other support.
13	Number	And types of facilities used by U.S. units provided by the host nation.
14	Number	And types of host-nation support agreements in effect in the AO.
15	Cost	Of identifying local resources, facilities, and support in the AO.

## Ψ ART 5.4.4 ADVISE COMMANDERS OF OBLIGATIONS TO CIVILIAN POPULATION

5-88. Develop, with the Staff Judge Advocate, requirements and guidance for military personnel concerning the treatment of civilians. Provide authoritative guidance to military personnel on the applicable customary and international law applicable to the conduct of land warfare as it applies to civilians. (FM 1-04) (TJAGLCS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Commander was advised on civil laws, common practices, and local customs that potentially conflict with U.S. law, international agreements, or internationally recognized individual human rights.
02	Yes/No	Before mission start, the supporting G-9 or S-9 analyzed, formulated, and presented information about the civil aspects of the area of operations (AO). The format for this briefing package followed the supported command's standard operating procedures and was modified throughout the conduct of operations as conditions changed.
03	Yes/No	Unit G-9 or S-9 advised the commander on essential goods and services—water, food, shelter, health support—necessary to sustain life for civilians.
04	Time	For the unit G-9 or S-9 to coordinate with appropriate agencies in the AO, such as the Staff Judge Advocate, the U.S. country team, and host-nation government officials.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
05	Time	For the unit G-9 or S-9 to analyze how the mission will impact civilians and to predict civilian casualties, property destruction, and infrastructure protection.
06	Time	For the unit G-9 or S-9 to consider religious aspects, customs, and cultures in the AO and their effect on operations.
07	Percent	Of difference between planned and actual requirements to support operations in the AO.
08	Cost	Of meeting the commander's obligations for local populace.

## **Ψ ART 5.4.5 CONDUCT NEGOTIATIONS WITH AND BETWEEN OTHER GOVERNMENT AGENCIES AND NONGOVERNMENTAL ORGANIZATIONS**

5-89. Conduct negotiations between the U.S. and local, military, and civilian organizations. These negotiations can range widely in size and scope. (FM 3-07) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The outcome of negotiations supported accomplishing the mission of U.S. forces in the area of operations (AO).
02	Yes/No	Unit completed a legal review of restraints and constraints prior to negotiations.
03	Yes/No	U.S. forces facilitated and mediated negotiations between opposing ethnic, cultural, environmental, commercial, religious, and social groups in the AO.
04	Yes/No	Negotiating team conditionally agreed on outcome of the negotiations before the start of negotiations.
05	Yes/No	Negotiating team avoided making the initial offer in the negotiations until it had explained the loss of potential benefits to not agreeing with the team's objectives, illustrated the incentives for agreeing with team's objectives, and demonstrated the costs of both disagreeing and agreeing with team's objectives.
06	Yes/No	Negotiating team kept the objective of the negotiations in mind and focused on the big picture in lieu of single issues.
07	Yes/No	Negotiating team discovered additional variables, concessions, or bargaining chips during negotiations.
08	Yes/No	Negotiating team thoroughly understood U.S. interests and goals for negotiations.
09	Yes/No	Negotiating team kept accurate notes on progress of negotiations for reference if the other party forgot, misunderstood, or attempted to distort interpretations of what was discussed and agreed.
10	Yes/No	Negotiating team summarized and confirmed the understandings of all parties continually.
11	Yes/No	Negotiating team's higher headquarters approved the negotiating team's concessions and positions.
12	Yes/No	Negotiation team negotiated terms for exchange of prisoners of war.
13	Yes/No	Negotiation team negotiated arrangements with indigenous populations and institutions.
14	Yes/No	Negotiation team negotiated or modified regional security arrangements with all interested parties.
15	Yes/No	Negotiating team had the skills to conduct negotiations. This included good communications skills; ability to use the dynamics of conflict; and knowledge of the area, culture, economies, political philosophy, language, customs, history, wants, needs, goals, probable assumptions, and communications or negotiation styles of the other parties to the negotiations.
16	Yes/No	Negotiation team negotiated the enhancement of border crossing controls and security.
17	Yes/No	Negotiation team briefed the supported element on issues in negotiation.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
18	Yes/No	Negotiating team gained preauthorization for expected negotiations outcome and concessions.
19	Yes/No	Negotiating team did not obligate the supported element on terms not previously approved.
20	Yes/No	Environmental regulations, laws, and considerations were taken into account during planning and were present in procedures being followed.
21	Time	To complete background information on the parties involved in the negotiations to identify needs and interests to include personal and emotional aspects.
22	Time	To establish the conditions necessary for the conduct of successful negotiations. This includes building trust, rapport, and empathy with the other individuals involved in the negotiations.
23	Time	To determine negotiating concessions and bargaining chips that can be exploited during the conduct of negotiations.
24	Time	To complete a legal review of restraints and constraints of agreements reached during negotiations.
25	Percent	Of desired objectives obtained during negotiations.
26	Percent	Of time U.S. force gets something in exchange for some type of concession in its negotiating position.
27	Number	And types of negotiations currently ongoing in the AO.
28	Cost	Of conducting negotiations with and between other government agencies and nongovernmental organizations.

## Ψ ART 5.4.6 CONDUCT CIVIL AFFAIRS OPERATIONS

5-90. Civil affairs operations are those military operations conducted by civil affairs (CA) forces. These operations enhance the relationship between military forces and civil authorities in localities where military forces are present. In addition, these operations require coordination with other interagency organizations, intergovernmental organizations, nongovernmental organizations, indigenous populations and institutions, and the private sector. Lastly, civil affairs operations involve application of functional specialty skills that normally are the responsibility of civil government to enhance the conduct of civil-military operations. (JP 3-57) (USAJFKSWCS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit conducted CA operations in the area of operations (AO) to support mission accomplishment by conventional, unconventional, or both conventional and unconventional forces.
02	Yes/No	Unit established measures of effectiveness with a mechanism to monitor and assess those measures.
03	Yes/No	The supporting CA staff finalized the courses of action and briefed the supported commander and staff.
04	Yes/No	Unit developed a concept to execute CA operations through, or with, host-nation or foreign nation military and civilian organizations.
05	Yes/No	Unit ensured the CA plan and its execution addressed the management of civil information.
06	Yes/No	Unit identified centers of gravity within the operational AO.
07	Time	To refine CA program or produce CA operations annex to operation order after receipt of warning order.
08	Time	To establish civil-military operations center.
09	Time	To coordinate with local authorities on local populace control measures.
10	Time	To assess situation and define requirements.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
11	Time	To coordinate and liaise with host-nation populations and institutions, intergovernmental organizations, nongovernmental organizations, other government agencies, and military units represented in the AO.
12	Time	To identify and integrate civil affairs support and appropriate CA operations essential elements of information into command intelligence programs in the AO.
13	Time	To submit the CA plan to the supported element for review and approval.
14	Time	To identify cultural, ethnic, social, and religious characteristics of the local populace.
15	Time	To provide the supported element with necessary relevant cultural information to mitigate acts contrary to local culture and norms.
16	Percent	Of local population able to maintain normal day-to-day activities.
17	Percent	Of local population able to remain in their homes.
18	Percent	Of U.S. military supplies and resources in the AO used to perform CA operations.
19	Number	And types of restrictions imposed on the use of cultural property.
20	Number	Of instances of supportive and hostile actions directed toward the military by the population in the AO.

**Ψ ART 5.4.6.1 CONDUCT CIVIL INFORMATION MANAGEMENT**

5-91. Civil information is information developed from data with relation to the civil areas, structures, capabilities, organizations, people, and events, within the civil component of the commander’s operational environment that can be fused or processed to increase situational understanding. Civil information management is the ability to use automation devices to conduct civil reconnaissance separate from traditional military intelligence systems while maintaining the ability to geo-reference and interface pertinent civil and threat data. Soldiers use civil information management to develop civil inputs for the common operational picture of the operational area, and to establish and maintain a situation map. (FM 3-05.40) (USAJFKSWCS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit ensured civil information management updates were entered to the supported commander’s common operational picture.
02	Yes/No	Unit battle tracked civil affairs operations and civil-military operations.
03	Yes/No	Unit conducted analysis of information received from subordinate, higher, and adjacent civil affairs (CA) elements.
04	Yes/No	Unit implemented standards with existing standard operating procedures.
05	Yes/No	Unit processed critical information in support of the common operational picture.
06	Yes/No	Unit organized civil information.
07	Yes/No	Unit ensured information was accurate, relevant, timely, and complete.
08	Yes/No	Unit produced reports, overlays, matrices, decision aids, and other decisionmaking tools as required by supported unit.
09	Yes/No	Unit updated the CA operations running estimate.
10	Yes/No	Unit collected civil information from CA operations running estimates, databases, and unit relief in place or transfer of authority.
11	Yes/No	Unit disseminated civil information to higher, joint, coalition, adjacent, subordinate, supported, and supporting organizations.
12	Yes/No	Unit filtered information for intelligence value and redirected it to appropriate intelligence channels.
13	Yes/No	Unit developed a schedule for answering the information requirements and for maintaining information current in the CA operations running estimate.

No.	Scale	Measure
14	Yes/No	Unit developed releasable data and updates to intergovernmental organizations, nongovernmental organizations, and other agencies in the area of operations to create a shared situational understanding of the operational environment.
15	Yes/No	The collection of civil information did not violate U.S. Law and applicable Department of Defense and Army regulations prohibiting the collection of intelligence on U.S. citizens.
16	Yes/No	Civil information allowed the unit to determine civil centers of gravity.
17	Yes/No	Unit updated civil information products.
18	Yes/No	Civil information collected supported decisionmaking.
19	Yes/No	Unit integrated information into a force common operational picture.
20	Yes/No	Unit managed the information flow among various CA elements.
21	Yes/No	Conducted civil reconnaissance to find, analyze, and report civil information.
22	Yes/No	Unit established a database for civil information management and maintained appropriate security classification that encouraged dissemination.
23	Yes/No	Unit established mechanisms to disseminate civil information management to indigenous populations and institutions, nongovernmental organizations, and inter-agencies as appropriate.
24	Time	To coordinate with the host nation for civil information.
25	Time	To develop civil information requirements.
26	Time	To perform civil reconnaissance designed to obtain civil information.
27	Percent	Of civil information—such as population centers and the location of significant arts, monuments, and archives—included in the unit's database.
28	Percent	Of supported commander's environment awareness requirements.
29	Number	Of terrorist- or threat-related activities reported by civilians before they occurred.
30	Number	Of individuals engaged in terrorist- or threat-related activities reported by civilians after they occurred.

#### Ψ ART 5.4.6.2 CONDUCT NATION ASSISTANCE

5-92. Nation assistance is civil or military assistance, other than foreign humanitarian assistance, rendered to a nation by U.S. forces within that nation's territory during peacetime, crises or emergencies, or war based on agreements mutually concluded between the United States and that nation. Nation assistance operations support a host nation by promoting sustainable development and growth of responsive institutions. The goal is to promote long-term regional stability. Nation assistance programs include, but are not limited to, security assistance, foreign internal defense, other Title 10 USC Department of Defense programs, and activities performed on a reimbursable basis by federal agencies or intergovernmental organizations. Commanders coordinate nation assistance operations with the American Ambassador through the country team. (FM 3-05.40) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit conducted an area assessment.
02	Yes/No	Unit developed concept of operations to support the commander's intent.
03	Yes/No	Unit identified planning support requirements for tasks.
04	Yes/No	Unit identified specific tasks that support nation assistance mission.
05	Yes/No	Unit identified requests for information.
06	Yes/No	Unit identified mission restraints and constraints.
07	Yes/No	Unit produced a civil affairs annex to the operation plan.
08	Yes/No	Unit prioritized civil vulnerabilities and threats.
09	Yes/No	Unit established liaison with intergovernmental organizations, nongovernmental organizations, indigenous populations and institutions, and other government agencies.

No.	Scale	Measure
10	Yes/No	Unit developed measures of effectiveness.
11	Yes/No	Unit developed measures of performance.
12	Yes/No	Unit provided support to lead agency in nation assistance.
13	Yes/No	Unit synchronized nation assistance projects with other programs, military and civilian.
14	Yes/No	Unit developed transition plan.

**Ψ ART 5.4.6.3 SUPPORT CIVIL ADMINISTRATION**

5-93. Support civil administration consists of military operations that help to stabilize or to continue operations of the governing body or civil structure of a foreign country, whether by assisting an established government or by establishing military authority over an occupied population. (FM 3-05.40) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit conducted an area assessment.
02	Yes/No	Unit developed concept of operations to support commander's intent.
03	Yes/No	Unit identified planning support requirements for tasks.
04	Yes/No	Unit identified specific tasks that assist support civil administration.
05	Yes/No	Unit produced civil affairs running estimate.
06	Yes/No	Unit determined courses of action that assist support civil administration.
07	Yes/No	Unit coordinated and synchronized transition of support to civil administration operations from military to indigenous government or international community control.
08	Yes/No	Unit developed transition plan.
09	Yes/No	Unit established liaison with intergovernmental organizations, nongovernmental organizations, indigenous populations and institutions, and other government agencies.
10	Yes/No	Unit coordinated to arbitrate issues arising from the execution of support to civil administration operations and cost.
11	Yes/No	Unit developed measures of effectiveness.
12	Yes/No	Unit developed measures of performance.
13	Yes/No	Unit developed quality control assessments of support to civil administration.

**Ψ ART 5.4.6.4 PROVIDE CIVIL AFFAIRS FUNCTIONAL SPECIALTY SUPPORT**

5-94. Civil affairs units provide expertise in six functional specialty areas: rule of law, economic stability, governance, public health and welfare, infrastructure, and public education and information. (FM 3-05.40) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit identified the civil affairs unit functional specialists available.
02	Yes/No	Unit identified additional functional specialists and expertise.
03	Yes/No	Unit coordinated the transition for functional specialists.
04	Yes/No	Unit assisted civilian counterparts in functional areas.
05	Yes/No	Unit advised civilian counterparts in functional areas.
06	Yes/No	Unit advised supported commander in functional areas.
07	Yes/No	Unit provided the civilian-acquired education, skills, and experience applicable to areas normally found in the departments and agencies of the civilian government.
08	Yes/No	Unit developed measures of effectiveness in support of functional areas.

No.	Scale	Measure
09	Yes/No	Unit developed measures of performance in support of functional areas.
10	Yes/No	Unit developed courses of action to improve complex civil problems encountered in function areas.

#### ψ ART 5.4.6.4.1 Provide Rule of Law Support

5-95. *Rule of law* pertains to the fair, competent, and efficient application of and fair and effective enforcement of civil and criminal laws of a society through impartial legal institutions and competent police and corrections systems. This functional area includes judge advocates trained in international and comparative law as well as civil affairs specialists in related subjects. (FM 3-05.40) (USAJFKSWCS)

*Note:* FM 3-07 states “rule of law is a principle under which all persons, institutions, and entities, public and private, including the state itself, are accountable to laws that are publicly promulgated, equally enforced, and independently adjudicated, and that are consistent with international human rights principles.”

No.	Scale	Measure
01	Yes/No	The civilian public legal system operating in the area of operations (AO) provided for the rule of law and justice to the civilian population.
02	Yes/No	The unit established liaison and evaluated the current judicial system of the host nation.
03	Yes/No	The supporting civil affairs staff finalized the courses of action and briefed the supported commander and staff.
04	Time	To establish liaison with local judicial officials.
05	Time	To evaluate the judicial system in the AO. This includes determining effectiveness of the civilian court system, judicial reliability, quantity and quality of legal resources available to civilians. It also includes identifying which areas of the judicial system that require improvement; the range of criminal and civil legislation and statutes; and methods used to record, report, and publish laws and decisions, and deficiencies on government operations.
06	Time	To determine to reopen local civilian tribunals.
07	Time	To establish jails, prisons, and institutional administration review system.
08	Time	To develop an advisory program to improve the judiciary and other legal agencies.
09	Time	On average that individuals wait to settle civil and criminal charges.
10	Time	To develop plans for providing legal support, such as establishing tribunals and other judicial and administrative agencies and determining the number, types, jurisdiction, procedures, and delegation of appointing authority of the tribunals and other judicial and administrative agencies.
11	Percent	Of available legal support in the AO devoted to supporting public legal support.
12	Percent	Of legal actions occurring in the AO conducted solely by local civilians.
13	Percent	Of The Judge Advocate General personnel supporting the conduct of public legal support.
14	Number	Of other Army personnel supporting the conduct of public legal support.
15	Number	Of local civilian lawyers, judges, and legal administrators credentialed to conduct public legal support.
16	Number	Of criminal and administrative legal cases in the AO.
17	Cost	To provide public legal support in the AO.

#### ψ ART 5.4.6.4.2 Provide Economic Stability Support

5-96. *Economic stability* pertains to the efficient management (for example, production, distribution, trade, and consumption) of resources, goods, and services to ensure the viability of a society’s economic system.

This discipline includes civil affairs specialists in economic development, civilian supply, and food and agriculture. (FM 3-05.40) (USAJFKSWCS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The public economic and commercial system grew to support the needs of the populace.
02	Yes/No	The unit established liaison, evaluated the current economic and commerce system, and developed plans that will improve the existing economic and commerce system of the host nation.
03	Yes/No	The supporting civil affairs staff finalized courses of action and briefed the supported commander and staff.
04	Time	To assess the operation of economic and commercial agencies in the area of operations (AO). Includes developing a census of key economic and commercial industries, establishing communications links among other government agencies, university, and industry personnel. It includes preparing surveys to determine means of production, distribution channels, marketing methods, locations of raw materials, assistance programs available, food and fiber production and requirements, food and agricultural processing and storage facilities, and types and volumes of commodities entering trade.
05	Time	To determine the feasibility of establishing new industries.
06	Time	To evaluate the effectiveness of monetary and fiscal systems and policies and make recommendations. This includes reviewing revenue producing systems, budgetary systems, treasury, and central banking operations.
07	Time	To prepare and coordinate plans to assist the country's economic and commercial agencies.
08	Time	To assess the availability of civilian resources for civilian and military use.
09	Time	To review economic and commerce support plans for compliance with international laws, treaties, and agreements.
10	Time	Identify illicit activities and the volume of resources they divert from licit economic activities.
11	Percent	Of national resources diverted to illicit trade.
12	Percent	Of economy dependent on foreign investment and aid.
13	Percent	Of inflation rate in the AO.
14	Percent	Of individual civilian savings rate in the AO.
15	Percent	Of employers in the AO.
16	Percent	Of contracts with local national companies vice contracts with third-country or U.S. contract companies.
17	Percent	Of local national contracted employees (or man-year equivalents) vice third-country or U.S. contract hires.
18	Number	And types of commercial facilities restored to operating condition or improved in the AO.
19	Number	And types of new industries and services located in the AO.
20	Number	And types of critical commodities available through the civilian supply chain and markets.
21	Number	Of metric tons per day of each type of specific commodities diverted to illicit trade.
22	Number	Of individuals arrested for illicit trade activities.
23	Cost	Of direct support or subsidies to keep key industries operating.

**ART 5.4.6.4.3 Provide Infrastructure Support**

5-97. *Infrastructure* pertains to designing, building, and maintaining the organizations, systems, and architecture required to support transportation, water, communications, and power. This discipline includes

civil affairs specialists in public transportation, public works and utilities, and public communications. (FM 3-05.40) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit established liaison, evaluated the current infrastructure system, and developed plans to improve the existing public communications system of the host nation per international law, treaties, and agreements.
02	Time	To establish liaison local infrastructure agencies.
03	Time	To identify available infrastructure resources and determine their needs and capabilities.
04	Number	Of infrastructure resources in the area of operations.
05	Number	And type of infrastructure systems operational in the area of operations.
06	Cost	To provide infrastructure support in the area of operations.

#### ψ ART 5.4.6.4.4 Provide Governance Support

5-98. *Governance* pertains to creating, resourcing, managing, and sustaining the institutions and processes through which a society is governed, is protected, and prospers. This discipline includes civil affairs specialists in public administration, environmental management, and public safety areas. (FM 3-05.40) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit provided technical expertise, advice, and assistance in identifying and assessing foreign nation or host-nation public administration system, agencies, services, and resources with Department of State (DOS) and international organizations.
02	Yes/No	Unit determined the capabilities and effectiveness of public administration systems and how those systems impact civil-military operations (CMO).
03	Yes/No	Unit determined the capabilities and effectiveness of public safety systems and how those systems impact on the supported commander's mission.
04	Yes/No	Unit developed plans and provided support with DOS in rehabilitating or establishing public safety systems, equipment, and facilities.
05	Yes/No	Unit advised and assisted in establishing the technical requirements for government public safety systems to support government administration.
06	Yes/No	Unit advised and assisted in rehabilitating, establishing, and maintaining government public safety systems and agencies.
07	Yes/No	Unit assisted in employing public safety resources to support government administration, CMO, and military use.
08	Yes/No	Unit developed plans and provided operational oversight and supervision in rehabilitating or establishing public administration systems, agencies, and resources.
09	Yes/No	Unit coordinated with foreign nation or host-nation government administrators and agencies in support of CMO.
10	Yes/No	Unit advised and assisted in restoring, establishing, organizing, and operating public government systems and agencies.
11	Yes/No	Unit advised and assisted in developing technical administrative requirements, policies, and procedures for providing government services to the local population.
12	Yes/No	Unit assisted in familiarizing, educating, and training U.S. personnel in the foreign nation or host-nation social, cultural, religious, ethnic characteristics, codes of behavior, and language.
13	Yes/No	Unit developed plans and provided operational oversight and supervision in protecting, preserving, and restoring significant cultural property and facilities.
14	Yes/No	Unit advised and assisted in establishing the technical requirements for government, community, and private systems and agencies to protect, preserve, and restore cultural property.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
15	Yes/No	Unit advised and assisted in rehabilitating, establishing, operating, and maintaining cultural property systems and agencies.
16	Yes/No	Unit assisted in locating, identifying, and safeguarding cultural property and in determining ownership.

**ψ ART 5.4.6.4.5 Provide Health and Welfare Support**

5-99. *Public health and welfare* pertains to the systems, institutions, programs, and practices that promote the physical, mental, and social well-being of a society. This discipline includes civil affairs specialists in public health and cultural relations. ART 5.4.6.4.5 determines the type and amount of welfare supplies needed for emergency relief. It helps units plan and coordinate for the use of welfare supplies from all sources. ART 5.4.6.4.5 advises and assists the host-nation government. It helps units establish and supervise emergency centers for distributing supplies and for housing and feeding civilians. (FM 3-05.40) (USAJFKSWCS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit provided technical expertise, advice, and assistance in identifying and assessing indigenous populations and institutions, public and private health systems, sanitation systems, agencies, services, personnel, resources, and facilities.
02	Yes/No	Unit determined the capabilities and effectiveness of health and sanitation systems and the impact of those systems on civil-military operations (CMO).
03	Yes/No	Unit developed plans and provided operational oversight and supervision in rehabilitating or establishing public health systems, agencies, equipment, and facilities.
04	Yes/No	Unit coordinated the use of indigenous populations and institutions government and private health resources for military use, for CMO, and in support of government administration.
05	Yes/No	Unit advised and assisted in establishing the technical requirements for public health services and resources to support government administration (clinics, hospitals, pharmacies, food preparation and storage, ambulance transportation, skilled personnel, and education).
06	Yes/No	Unit advised and assisted in rehabilitating, establishing, delivering, and maintaining government public health systems and agencies.
07	Yes/No	Unit assisted in coordinating indigenous populations and institutions, intergovernmental organizations (IGOs), nongovernmental organizations (NGOs), and U.S. assistance and resources to support local government public health systems as part of CMO.
08	Yes/No	Unit advised and assisted indigenous populations and institutions, IGOs, NGOs, and U.S. agencies in preventing, controlling, and treating diseases.
09	Yes/No	Unit provided technical expertise, advice, and assistance on foreign nation or host-nation social and cultural matters and determined how those matters impact social and mental well-being of the society and the possible effects on CMO.
10	Yes/No	Unit provided technical expertise, advice, and assistance in identifying and assessing foreign nation environmental and pollution control systems, agencies, services, personnel, resources, and facilities.
11	Yes/No	Unit determined the capabilities and effectiveness of environmental and pollution control systems and how those systems impact CMO.
12	Yes/No	Unit developed plans and provide operational oversight and supervision in rehabilitating or establishing environmental resource management systems, agencies, equipment, and facilities.
13	Yes/No	Unit coordinated foreign nation or host-nation government and private environmental management resources for military use, for CMO, and to support government administration to mitigate, prepare, respond to, and recover environmental activities.
14	Yes/No	Unit advised and assisted in establishing the technical requirements for environmental management services and resources to support government administration.

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<b>No.</b>	<b>Scale</b>	<b>Measure</b>
15	Yes/No	Unit advised and assisted in rehabilitating, establishing, delivering, and maintaining government environmental management systems and agencies.
16	Yes/No	Unit advised, assisted, and supported the coordination of indigenous populations and institutions, IGOs, NGOs, and U.S. assistance and resources to support local government environmental management as part of CMO.
17	Time	To establish liaison with public welfare agencies in the area of operations (AO).
18	Time	To evaluate the public welfare system. This requires determining the extent of the welfare problem, number and location of civilian welfare organizations available, the resources that they have available, and their effectiveness in providing services to those who need them.
19	Time	To plan public welfare assistance. This includes the review of existing public welfare laws and programs and determining the numbers of needy civilians to be serviced, and the types of assistance they need (food and clothing), and their availability in the AO. It includes planning for the supervision of emergency shelters and feeding centers to include the recruitment and screening of public welfare personnel, the protection and evacuation of welfare storage and operating facilities, and the distribution of welfare supplies.
20	Time	To procure and transport public welfare supplies to storage or distribution centers.
21	Time	To conduct public welfare assistance.
22	Time	To educate civilians in the AO on public welfare support available to them.
23	Percent	Of difference between planned public welfare requirements and actual requirements in the AO.
24	Percent	Of planned public welfare support achieved in the AO.
25	Percent	Of U.S. forces in the AO involved in the conduct of public welfare.
26	Percent	Of public welfare support in the AO provided by civilian organizations.
27	Percent	Of civilians in the AO with access to public welfare facilities.
28	Number	And types of U.S. forces providing public welfare support.
29	Number	Of civilian deaths resulting from an inability to access public welfare within a given time.
30	Number	Of civilians in the AO provided public welfare.
31	Number	And types of other government agencies and nongovernmental organizations providing public welfare in the AO.
32	Cost	To provide health and welfare support.

**ART 5.4.6.4.6 Provide Public Education and Information Support**

5-100. *Public education and information* pertains to designing, resourcing, and implementing public education and public information programs and systems through media and formal education institutions. This discipline includes civil affairs specialists in public education and civil information. (FM 3-05.40) (USAJFKSWCS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit provided technical expertise, advice, and assistance in identifying and assessing foreign nation or host-nation public, parochial, and private education systems, agencies, services, personnel, and resources.
02	Yes/No	Unit determined the capabilities and effectiveness of education systems and the impact of those systems on civil-military operations.
03	Yes/No	Unit developed plans and provide operational oversight and supervision in rehabilitating or establishing public education systems, agencies, facilities, and resources.
04	Yes/No	Unit advised and assisted in establishing the technical requirements for the public education and information systems to support government administration.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
05	Yes/No	Unit advised and assisted in rehabilitating, establishing, and maintaining public education systems and agencies.
06	Yes/No	Unit advised and assisted host-nation institutions in developing and coordinating public information activities to support government administration and the single-voice message.
07	Yes/No	Unit supported public democracy and information themes and policies.

### **Ψ ART 5.4.7 CONDUCT CIVIL-MILITARY OPERATIONS CENTER OPERATIONS**

5-101. The civil-military operations center provides a standing capability formed by all civil affairs units from the company level to the civil affairs command levels. It serves as the primary coordination interface for the United States armed forces among indigenous populations and institutions, humanitarian organizations, intergovernmental and nongovernmental organizations, multinational military forces, and other civilian agencies of the United States Government. (FM 3-05.40) (USAJFKSWCS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit synchronized civil-military operations in support of mission requirements.
02	Yes/No	Civil-military operations center personnel engaged with external agencies and supported staff to verify information exchanged.
03	Yes/No	Unit conducted liaison with indigenous populations and institutions, nongovernmental organizations, intergovernmental organizations, and other government agencies.
04	Yes/No	Unit conducted civil information management.
05	Yes/No	Unit evaluated operations based on established measures of effectiveness or measures of performance.
06	Yes/No	Unit conducted transition operations in accordance with the operation plan.

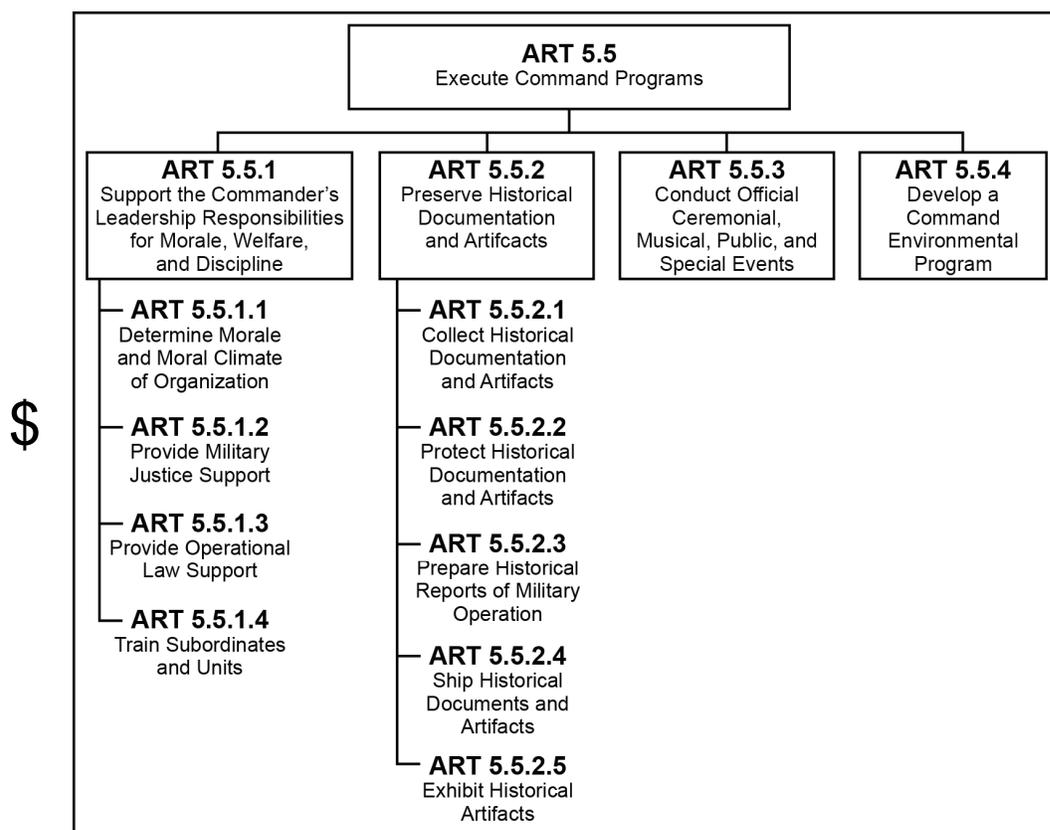
### **§ ART 5.4.8 PLAN CIVIL AFFAIRS OPERATIONS AND CIVIL-MILITARY OPERATIONS**

5-102. Units support the commander’s intent by planning and coordinating civil affairs operations that support goals and objectives as outlined in the supporting strategy for civil-military operations (CMO). ART 5.4.8 enables Soldiers to plan for, execute, and continually assess civil affairs operations. It is the ability to advise conventional and unconventional units in CMO, conduct civil affairs support mission planning, and prepare to transition civil affairs operations. (FM 3-05.40) (USAJFKSWCS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit identified planning support requirements.
02	Yes/No	Unit developed concept of operations to support the commander’s intent.
03	Yes/No	Unit identified mission constraints.
04	Yes/No	Unit identified specific and implied tasks for CMO.
05	Yes/No	Unit recommended information requirements and essential elements of friendly information to commander.
06	Yes/No	Unit identified request for information.
07	Yes/No	Unit developed the mission for civil affairs operations and CMO.
08	Yes/No	Unit developed courses of actions.
09	Yes/No	Unit conducted courses of actions comparison using decision matrix.
10	Yes/No	Unit determined courses of action.
11	Yes/No	Unit produced civil affairs operations annex to the operation plan.

No.	Scale	Measure
12	Yes/No	Subordinate unit staffs were able to understand the order produced by the military decisionmaking process.
13	Yes/No	Time was available for plan rehearsal and refinement.
14	Yes/No	Time management principles, such as maintaining established timelines, were used effectively.
15	Yes/No	Unit conducted transition operations.
16	Yes/No	Unit advised commander on CMO.
17	Yes/No	Unit coordinated civil affairs operations that supported CMO goals and objectives.
18	Yes/No	Unit continually assessed and provided recommendations to the commander on civil affairs operations.
19	Time	Before execution to publish and deliver plan.
20	Time	To complete troop leading procedures or the military decisionmaking process.

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



5-103. Command programs are programs required by U.S. Code and Army regulations. In some cases doctrine also addresses aspects of these programs. Command programs include the following tasks: support commander's leadership responsibilities for morale, welfare, and discipline; preserve historical documentation and artifacts; train subordinates and units; and develop a command environmental program.

## ART 5.5.1 SUPPORT THE COMMANDER'S LEADERSHIP RESPONSIBILITIES FOR MORALE, WELFARE, AND DISCIPLINE

5-104. Support the commander's leadership influencing, operating, and improving activities that fulfill responsibilities for the morale, welfare, and discipline of Soldiers and Army civilians. (FM 6-22) (USACAC)

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

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

5-105. Morale, the human dimension's most important intangible element, is an emotional bond that impacts the quality of organizational cohesion in the accomplishment of missions. Moral climate deals with the ability of a unit to do what is right even when there is pressure to do something else. (FM 6-22) (USACAC)

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

### \$ ART 5.5.1.2 PROVIDE MILITARY JUSTICE SUPPORT

5-106. Advise and assist the commander in the administration of the uniformed code of military justice, to include the disposition of alleged offenses by courts-martial or nonjudicial punishment, appeals of nonjudicial punishment, and action on courts-martial findings and sentences. Supervise the administration and prosecution of courts-martial, preparation of records of trial, the victim-witness assistance program, and military justice training for all Army personnel. (FM 27-100) (TJAGLCS)

No.	Scale	Measure
01	Yes/No	Military justice administration supported the commander's leadership and discipline responsibilities.
02	Yes/No	Commanders briefed Soldiers on General Order No. 1 before deployment.
03	Time	To prepare a DA Form 2627 (Record of Proceedings under Article 15, UCMJ).
04	Time	To prepare a record of trial by courts-martial.
05	Time	To conduct Article 32 investigation.
06	Time	Between requests for military justice briefings and actual presentations.
07	Time	Between prereferral and referral of a case.
08	Time	Between referral and trial of a case.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
09	Time	Between the occurrence of crime and its final disposition.
10	Percent	Of cases in which unlawful command influence occurs.
11	Percent	Of cases overturned on appeal.
12	Percent	Of cases requiring the detail of outside counsel.
13	Percent	Of victims and witnesses having an appointed victim-witness liaison.
14	Percent	Of victims and witnesses who receive a victim-witness information packet.
15	Percent	Of unit personnel who receive military justice training.
16	Percent	Of drafted specifications that properly state an offense.
17	Percent	Of drafted specifications that are supported by probable cause.
18	Percent	Of courts-martial cases co-chaired by a senior judge advocate.

### § ART 5.5.1.3 PROVIDE OPERATIONAL LAW SUPPORT

5-107. Support the command and control of military operations (the military decisionmaking process and conduct of operations) by performing mission analysis; preparing legal estimates; designing the operational legal support structure; writing legal annexes; assisting in the development and training of rules of engagement (ROE); reviewing all operation plans and orders; maintaining situational understanding; and advising on the legal aspects of targeting, internment and resettlement activities (including detainee operations), stability operations or civil support operations, and applying ROE, civil affairs operations, and information engagement. (FM 27-100) (TJAGLCS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Operational law support enhanced the chances of accomplishing the mission without violating the laws of war or rules of engagement.
02	Yes/No	Environmental considerations planning and procedures were present and being followed.
03	Yes/No	Unit determined ROE and clearly defined roles and responsibilities (including custody and transfer of detainees).
04	Time	To assist drafting and reviewing of the ROE for the operation.
05	Time	Between commander's requests for and receipt of legal advice or support.
06	Time	To prepare legal estimates.
07	Time	To draft legal annexes.
08	Time	Between requests for briefings on ROE or law of war and actual presentation of the briefings.
09	Time	To review existing interagency and multinational agreements.
10	Time	To review operation plans.
11	Time	To advise on legal aspects of internment and resettlement activities (including detainee operations).
12	Time	To advise on the legal aspects of stability operations.
13	Time	To advise on the legal aspects of support operations.
14	Percent	Of unit personnel who receive ROE briefings before deployment.
15	Percent	Of operational law judge advocates and support personnel with working knowledge of available Army information systems.
16	Percent	Of operational law judge advocates and support personnel with access to Army information systems.
17	Percent	Of operational law judge advocates and support personnel with access to the legal automation Army-wide system.
18	Percent	Of judge advocates who deploy with radio data links and radios.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
19	Percent	Of judge advocates with access to a global positioning device.
20	Percent	Of judge advocates proficiently trained to use a global positioning device.
21	Percent	Of units or Soldiers that receive legal briefings on ROE or law of war, status-of-forces agreements, and host-nation law before deployment.
22	Percent	Of operational cells with a judge advocate detailed.
23	Percent	Of missions where a judge advocate participates in mission analysis.
24	Percent	Of targets reviewed by a judge advocate.
25	Percent	Of entities requiring legal liaison that have a designated judge advocate liaison.
26	Percent	Of crisis management team meetings attended by a judge advocate.
27	Percent	Of issues correctly identified, analyzed, and resolved to support the command and control mission.
28	Percent	Of legal opinions that reflect an accurate view of the law.
29	Percent	Of legal opinions that answer the client's questions clearly and concisely.
30	Percent	Of legal opinions in a form that is useful to the client.
31	Percent	Of opinions reviewed by a supervisor before release.

**\$ ART 5.5.1.4 TRAIN SUBORDINATES AND UNITS**

5-108. Instruct military personnel to improve their capacity individually and collectively to perform specific military functions and tasks. Training prepares Soldiers, leaders, and units to conduct tactical operations and win. (FM 7-0) (USACAC)

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

**\$ ART 5.5.1.4.1 Develop Mission-Essential Task List**

5-109. Compile collective mission-essential tasks that must be performed successfully if an organization is to accomplish its operational missions. (FM 7-0) (USACAC)

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

**\$ ART 5.5.1.4.2 Plan Training**

5-110. Identify a desired outcome, develop effective ways of achieving it, recommend the most effective one, and produce a sequence of activities that achieve expected results. ART 5.5.1.3.2 includes assessing training proficiency, articulating a training vision, issuing training guidance, managing time, establishing training events, and allocating training resources to activities and events. (FM 7-0) (USACAC)

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

#### **\$ ART 5.5.1.4.3 Prepare for Training**

5-111. Initiate and perform activities by the unit before execution to improve its ability to train successfully. ART 5.5.1.3.3 includes rehearsals of trainers; preexecution checks of individuals and units to be trained, trainers to execute and evaluate training, and training support required; assembly of allocated training resources; and elimination of potential training distracters. (FM 7-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Trainers and training resources were available and ready for the training audience when they arrived.
02	Yes/No	Environmental regulations, laws, and considerations were taken into account during planning and present in procedures being followed.
03	Time	For units and personnel to begin training.
04	Time	For rehearsals of trainers.
05	Time	To assemble and position training resources.
06	Percent	Of required training resources provided and assembled.

#### **\$ ART 5.5.1.4.4 Execute Training**

5-112. Put a plan into action by applying training resources to accomplish the training mission or objective. ART 5.5.1.5.4 includes effective presentation and practice during execution that is accurate, well structured, efficient, realistic, safe, and effective. (FM 7-0) (USACAC)

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

#### **\$ ART 5.5.1.4.5 Assess Training**

5-113. Evaluate the demonstrated ability of individuals, leaders, and units against specified training standards. Training may be evaluated against the training objectives or against the performance standards of the tasks for which being trained. (FM 7-0) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Commander knew which tasks were performed at or above standard and which tasks did not meet standards.
02	Yes/No	Training evaluated against training objectives or performance standards.
03	Yes/No	The opposing force, training conditions, and observers and controllers were sufficient to trigger realistic training events.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
04	Yes/No	Unit completed at least one after action review per major training event.
05	Yes/No	Environmental regulations, laws, and considerations were taken into account during planning and present in procedures being followed.
06	Time	To devise and complete training assessments.
07	Percent	Of personnel and units meeting standard.
08	Percent	Of mission-essential task list trained to standard.
09	Percent	Of mission-essential tasks meeting mission requirements.

## **ART 5.5.2 PRESERVE HISTORICAL DOCUMENTATION AND ARTIFACTS**

5-114. To collect and safeguard, paper, photographic images, electronic documentation, and artifacts of key events, decisions, and observations of joint or combined operations or campaigns to support lessons learned analysis, public affairs efforts, doctrine development, and historical retention and writing. This task includes attending key briefings and meetings and interviewing key personnel to gather first-hand observations, facts, and impressions. This task further includes keeping a daily journal of personal observations and key events and packaging and forwarding collected information to appropriate agencies. Prepare and submit contingency historical reports that include required data. (FM 1-20) (Center of Military History)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Artifacts were moved from the theater of operations and forwarded to an Army museum under the direction of the Center of Military History as soon as possible.
02	Yes/No	Historical team used appropriate technology to accomplish the mission.
03	Yes/No	Supported units received timely, accurate, and relevant historical products and Services.
04	Yes/No	Historical team anticipated and responded to the supported commander's needs.
05	Yes/No	Commander and staff of the supported unit were aware of and had access to historical products and services.
06	Yes/No	Soldiers within supported unit were aware of Army and unit heritage, customs, and traditions.
07	Yes/No	Supported unit exploited history to build cohesion and communicate Army values.
08	Yes/No	Military history was incorporated into supported unit training.
09	Yes/No	Proper policy exception authority was obtained for the consumptive use or alteration of artifacts by the supported unit.
10	Yes/No	All explosive material was inspected by explosive ordnance disposal and rendered inert, as necessary.
11	Yes/No	All retained explosive artifacts were fully documented and recorded as inert.
12	Yes/No	Items of historical significance (mission statement, after action reviews, or lesson learned summaries, and unit briefing slides) were maintained and submitted as part of the unit historical report per AR 25-400-2.
13	Yes/No	Historical team created and maintained organizational history files.
14	Yes/No	All artifacts sent from active operations were accompanied with complete documentation for provenance and historical significance.
15	Time	From termination of major event until all key personnel interviewed.
16	Time	Before documents are available for lessons learned analysis.
17	Time	Before initial status reports are submitted to higher echelons.
18	Time	Before contingency historical reports and supporting documents are sent to a central collection point.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
19	Time	To respond to and be on scene for short notice tasking.
20	Time	Before after action reviews are submitted to higher echelons.
21	Percent	Of decision documents with predecisional material available.
22	Percent	Of key leaders interviewed after the event.
23	Percent	Of key staff members interviewed after the event.
24	Percent	Of properly captioned photographic images and electronic documentation available.
25	Percent	Of official documentation—such as maps, orders, photos, web pages—preserved in historical accounts.
26	Percent	Of operations that have enemy versions or accounts available for cross-referencing.
27	Percent	Of records retired or retained per G-1 records retirement system (rather than destroyed).
28	Percent	Of SFs 135 (Records Transmittal and Receipt) properly completed.
29	Percent	Of battles and engagements with photographic images and electronic documentation available.
30	Number	Of oral history interviews completed.
31	Number	Of end-of-tour interviews completed.

### ART 5.5.2.1 COLLECT HISTORICAL DOCUMENTS AND ARTIFACTS

5-115. Collect documents, maps, photographs, video and audio recordings, artifacts, and other historical material that might not be preserved by retiring records. This task includes performing after-action interviews and special projects for subjects not treated in regular reports and documents. It also includes the collection of specific information for historical research projects being undertaken by higher historical offices when tasked to do so through command channels. (FM 1-20) (Center of Military History)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Documents and artifacts relating to military operations were collected and preserved.
02	Yes/No	Historical team used appropriate technology to accomplish the mission.
03	Yes/No	All collected artifacts were reported to the chief of military history.
04	Yes/No	Historical documents and artifacts were properly classified and secured per their classification level.
05	Yes/No	Research collection was established to provide supported units with historical information relating to their current operations.
06	Yes/No	Historians and archivists coordinated with staff division chiefs, action or project officers, and other key personnel to ensure documents, oral interviews, visual images, and other source materials pertaining to historically significant developments and events that took place in the command were placed in the historical research collection.
07	Yes/No	Historical research collections were established and maintained per AR 870-5.
08	Yes/No	Support history detachment advised and assisted the commander and the command's record managers to ensure proper records management regarding documents designated as permanent per AR 25-400-2 (daily journals, plans, files, and so forth).
09	Yes/No	Unit and command histories were regularly prepared and transmitted per regulatory guidance.
10	Yes/No	Supporting military history detachment established working relationships with organization or installation records managers, librarians, and museum curators during the selection of documents for the collection to ensure that all source materials were available to the command.
11	Yes/No	Historians and archivists coordinated with museum personnel to differentiate between historical documents held by museums in support of their collections (as defined in AR 870-20).

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
12	Time	Before documents are available for lessons learned analysis.
13	Time	Before contingency historical reports and supporting documents are sent to a central collection point.
14	Percent	Of decision documents with predecisional material available.
15	Percent	Of photographic images and electronic documentation available.
16	Percent	Of official documentation—such as maps, orders, photos, web pages—preserved in historical accounts.
17	Percent	Of records retired or retained (rather than destroyed).
18	Percent	Of SFs 135 (Records Transmittal and Receipt) properly completed.
19	Percent	Of battles and engagements with photographic images and electronic documentation available.
20	Percent	Of artifacts unaccounted for after 100-percent inventory.
21	Percent	Of artifact records with an incorrect entry in the “location” block.
22	Number	Of end-of-tour interviews completed.

**ART 5.5.2.2 PROTECT HISTORICAL DOCUMENTS AND ARTIFACTS**

5-116. Preventing the damage of historical documents and artifacts by either external forces such as mishandling, an unstable environment, or by the intrinsic nature of the materials used to make them. Some historical records and artifacts materials are much more fragile than others are and may have special requirements for care. (FM 1-20) (Center of Military History)

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

**ART 5.5.2.3 PREPARE HISTORICAL REPORTS OF MILITARY OPERATIONS**

5-117. Provide well-researched studies and analyses, accurate historical information, institutional memory, historical perspective, and input to lessons learned to support commanders and staffs in problem solving and decisionmaking. (FM 1-20) (Center of Military History)

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

**ART 5.5.2.4 SHIP HISTORICAL DOCUMENTS AND ARTIFACTS**

5-118. Preventing damage to historical records and artifacts during shipment to and from historical collections by external forces such as mishandling or an unstable environment. (FM 1-20) (Center of Military History)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	When they were no longer needed locally for research or references, forward materials were produced or collected through the theater historian to the U.S. Army Center of Military History.
02	Yes/No	Unit commanders were required to maintain organizational history files by shipping those files to storage when the unit was inactivated, disbanded, or reduced to zero strength, while in a combat zone, or when otherwise unable to care for them.
03	Yes/No	Commanders of reactivated units or active units with stored organizational history files addressed their requests for the return of those files to the Center of Military History.
04	Yes/No	Questions concerning the proper packing of historical artifacts or art were referred directly to the Center of Military History or to a certified Army museum.
05	Yes/No	Historical artifacts and works of art were shipped commercially or by mail and packed to preclude any damage as described in FM 38-700.

No.	Scale	Measure
06	Yes/No	The same level of care was taken to protect artifacts and art in transit as was used in their storage, including the use of museum-safe materials.
07	Yes/No	Historical artifacts and works of art were sent by registered mail (return receipt requested) when size and weight met commercial carrier requirements and when economically advantageous.
08	Yes/No	The artifact responsible officer obtained the chief curator's prior approval in writing (to include a document number assigned by the artifact accountable officer) before shipment of any item.
09	Yes/No	The artifact responsible officer provided a copy of the written approval, as part of the shipment, to the receiving museum, organization, or activity.
10	Yes/No	Shipments of artifacts containing hazardous material or restricted material were shipped per current regulations and directives.
11	Number	And types of historical records and artifacts shipped to and from the headquarters.

### ART 5.5.2.5 EXHIBIT HISTORICAL ARTIFACTS

5-119. This task encompasses the visual means by which the interpretation of Army history is met and involves the exhibition of a portion of the collection of a museum or historical collection. It is the technique by which the majority of the institution's audience is reached. Museum exhibits encompass permanent, temporary, traveling, and remote displays. (FM 1-20) (Center of Military History)

No.	Scale	Measure
01	Yes/No	Historical exhibits conformed to professional standards.
02	Yes/No	Army museums and museum activities were organizationally aligned where they will be most effective as training, educational, and research institutions.
03	Yes/No	Exhibits and historical documents and artifact collections supported military training, education, research, and development.
04	Yes/No	Historical exhibit facilities and collections were maintained in a professional manner as directed in public law and Army regulations.
05	Yes/No	Historical artifacts and art held in custody by any Army agency or organization were accounted for, cataloged, preserved, transferred, and disposed of per AR 870-20.
06	Yes/No	Extreme care was taken to prevent the loss, damage, or destruction of historical artifacts or artwork.

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

5-120. Conduct world-class Army and Department of Defense ceremonial, musical, memorial affairs, and public events, locally and world-wide on behalf of the Nation's civilian and military leaders. Provide Army military honors for private memorial services, religious and worship services, and Army ceremonial support. (FM 3-21.5) (USAIS)

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

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No.	Scale	Measure
01	Yes/No	Event support contributed to mission accomplishment either by enhancing unit cohesion and morale or by entertaining the civilian population.
02	Time	To rehearse the event required for the mission.
03	Time	To rehearse drill and ceremony required for the mission.
04	Time	To coordinate the performance of an assigned mission.

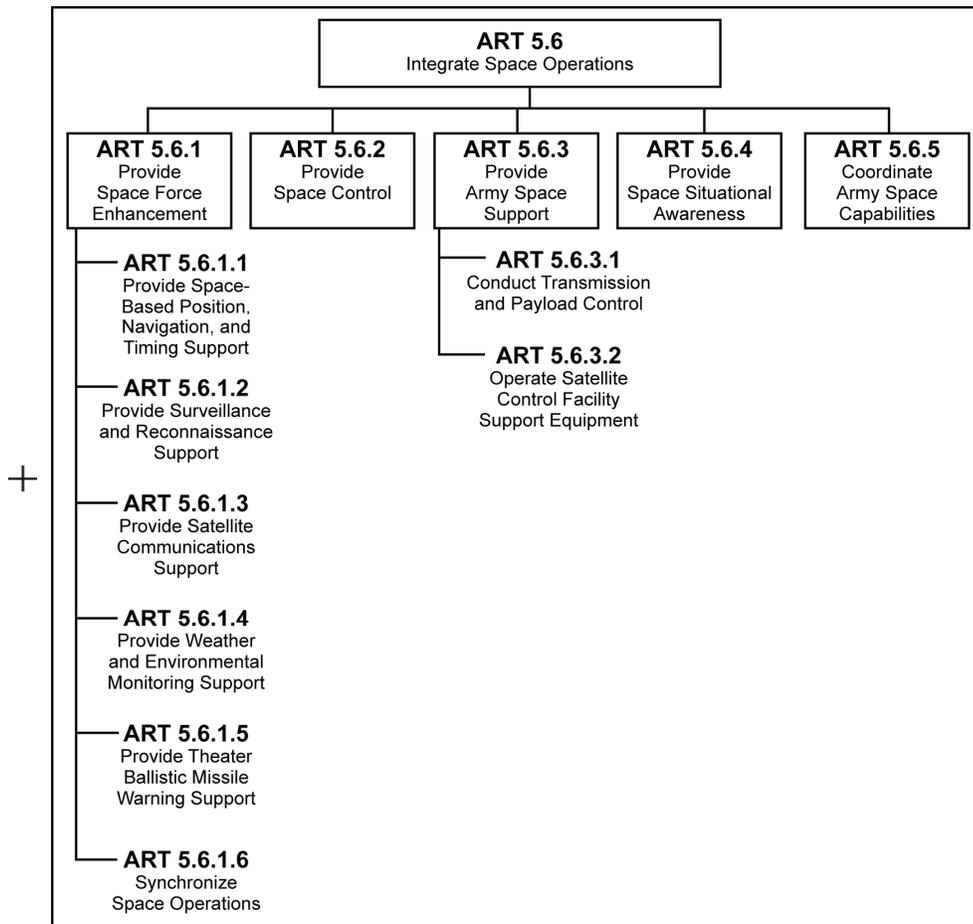
<b>No.</b>	<b>Scale</b>	<b>Measure</b>
05	Time	To arrange logistic and administrative support for the band and other units participating in the event.
06	Time	To obtain recommendations and legal advice from the staff judge advocate.
07	Percent	Of authorized personnel required to perform the specific mission.
08	Percent	Of authorized musical equipment on hand and serviceable.

### **ART 5.5.4 DEVELOP A COMMAND ENVIRONMENTAL PROGRAM**

5-121. Identify areas affected by environmental considerations. Determine specifics of a command program for a unit or organization that supports the Army program. Develop a command environmental program. Successfully incorporate environmental considerations into all operations by implementing the commander's environmental program. The commander may use a designated unit environmental compliance officer to assist in implementing this program. (FM 3-34.5) (USAES)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Command environmental program prevented or mitigated the frequency of environmental incidents by Soldiers.
02	Yes/No	Environmental officer was trained and appointed on orders for all subordinate units per AR 200-1.
03	Yes/No	Unit standing operating procedures covered spill prevention and response, pollution prevention, and the use of the material safety data sheets.
04	Yes/No	All Soldiers received and are current in their required environmental training.
05	Yes/No	Unit environmental compliance officer conducted preoccupation environmental survey of all sites to be occupied by the unit.
06	Time	Of measures introduced to mitigate or eliminate the risk of hazardous material, petroleum, oils, and lubricants spills (or other types of releases).
07	Time	To modify the command environmental program to include new environmental considerations, rules, or specific guidance.
08	Number	Of violations of the command environmental program occurring within a given time.
09	Number	Of environmental hazards not covered initially by the command environmental program.

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



5-122. Space capabilities are integrated thoroughly into the force structure to enable Army operations, and are essential for mission accomplishment. Staffs down to brigade level integrate space capabilities and vulnerabilities into their mission analysis process. To ensure the maximum use of space, the Army integrates space capabilities into routine operations. (FM 3-14) (USASMDC)

**ART 5.6.1 PROVIDE SPACE FORCE ENHANCEMENT**

5-123. Provide space force enhancement to the commander, staff, and subordinate units support using space-based sensors and payloads. Space force enhancement support to the Soldier includes position navigation and timing, surveillance and reconnaissance, communication, weather and environmental monitoring, and integrated missile warning. (FM 3-14) (USASMDC)

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

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

5-124. Provide position, navigation, and timing support to assist the integration of the global positioning system (GPS) satellite constellation with user-level equipment. This task includes assessing the ability of both friendly and threat asset use, assessing and countering threats to friendly use, countering threat asset use and identifying requirements and coordinating for theater level enhanced coverage. (FM 3-14) (USASMDC)

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

**ART 5.6.1.2 PROVIDE SURVEILLANCE AND RECONNAISSANCE SUPPORT**

5-125. Provide intelligence, surveillance, and reconnaissance support to the Soldier by coordinating and using Department of Defense, national, and commercial space-based sensors and payloads and by coordinating with intelligence collection management personnel to enhance the G-2 collection capabilities. (FM 3-14) (USASMDC)

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

**ART 5.6.1.3 PROVIDE SATELLITE COMMUNICATIONS SUPPORT**

5-126. Provide satellite communications support through coordination with regional satellite communications support centers, assessing satellite communications requirements and processing necessary requests for additional support as required. (FM 3-14) (USASMDC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit maintained situational awareness of satellites and satellite communications payloads.
02	Yes/No	Unit integrated available satellite communications resources in support of unit operations.
03	Yes/No	Unit monitored the operational status of available satellite communications resources and reported outages.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
04	Yes/No	Tactical satellite communications network and systems supported allocation and apportionment decisions and instructions.
05	Percent	Of satellite communications nodes that possess required communications capabilities.

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

5-127. Provide weather and environmental monitoring support to maintain situational awareness of space and terrestrial weather, solar events and other atmospheric events, assess their impacts on space-based sensors and payloads, and inform commanders and staff on mission impacts. (FM 3-14) (USASMDC)

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

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

5-128. Provide theater ballistic missile warning support to the in-theater commander with fast, accurate theater ballistic missile launch, trajectories and impact location information. It provides advanced warning and targeting data to missile defense batteries for more accurate firing solutions. (FM 3-14) (USASMDC)

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

**+ ART 5.6.1.6 SYNCHRONIZE SPACE OPERATIONS**

5-129. Provide Army space representation and support to the space coordinating authority. Assist the space support elements in ensuring Army space equities are recognized and incorporated into joint space operations. Assist in the joint space planning process and development of the space priorities. Coordinate space operations through the Army battlefield coordination detachment. (FM 3-14) (USASMDC)

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

### **ART 5.6.2 PROVIDE SPACE CONTROL**

5-130. To ensure friendly unit access to space to enable maneuver forces to benefit from space force enhancement and to deny the enemy use of space to contribute to gaining and maintaining information superiority as an advantage to friendly maneuver operations. (FM 3-14) (USASMDC)

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

### **ART 5.6.3 PROVIDE ARMY SPACE SUPPORT**

5-131. Provide payload and network control of satellite communications system constellations for Department of Defense and maintain a backup contingency control capability through Army-maintained satellite operations centers. This task includes conducting the day-to-day telemetry, tracking, and commanding needed for optimal performance and health of assets as well as planning and coordinating the resolution of satellite anomalies. (FM 3-14) (USASMDC)

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

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

5-132. Provide transmission and payload control of satellite communications system constellations for Department of Defense and maintain a backup contingency control capability through Army-maintained satellite operations centers. Payload control is responsible for configuring and maintaining the satellite transponders at assigned level. (FM 3-14) (USASMDC)

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

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

5-133. Provide satellite the telemetry, tracking, and commanding needed for optimal performance and health of assets as well as planning and coordinating the resolution of satellite anomalies. (FM 3-14) (USASMDC)

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

**ART 5.6.4 PROVIDE SPACE SITUATIONAL AWARENESS**

5-134. Space situational awareness includes space intelligence, space surveillance, space reconnaissance, space and terrestrial weather monitoring, and space common operational picture (COP). In support of the COP, monitor, detect, and characterize authorized and unauthorized satellite access on key communications platforms maintaining information superiority as an advantage to friendly maneuver operations. In space surveillance, executed space tracking and space object identification in support of the space surveillance network. Provide space situational awareness in the commander's COP. (FM 3-14) (USASMDC)

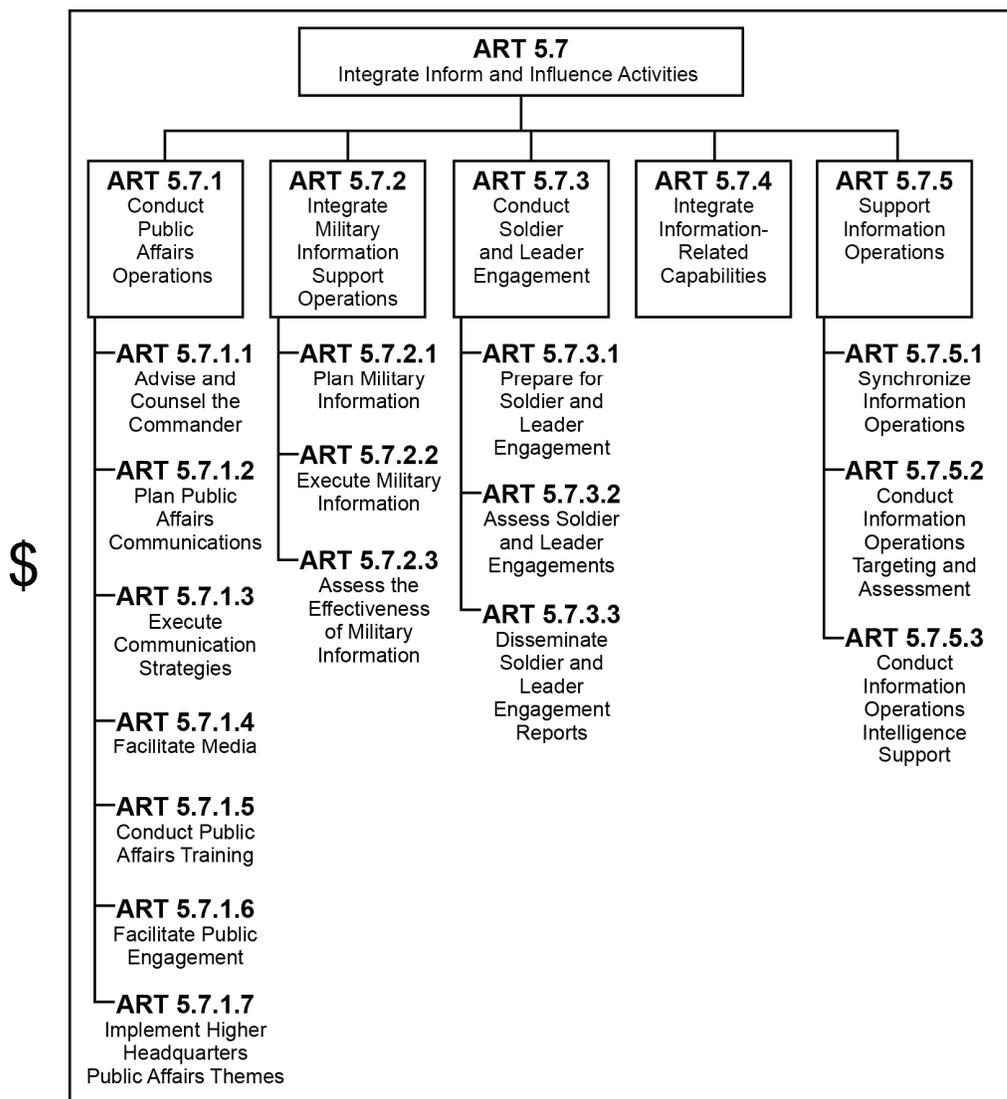
<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit supported the generation of the space order of battle.
02	Yes/No	Unit provided updates to the space catalog.
03	Yes/No	Unit provided observations on space systems.
04	Yes/No	Unit found, identified, tracked, and monitored space systems.
05	Yes/No	Unit monitored and assessed space systems for events and status changes.
06	Yes/No	Unit supported the characterization of space systems.
07	Yes/No	Unit advised commander and staff on the capabilities and limitations of space situational awareness mission.
08	Yes/No	Unit integrated space situational awareness planning into its decisionmaking and effects planning.
09	Yes/No	Unit nominated targets and described desired effects of space situational awareness.
10	Yes/No	Mission was received via proper tasking authority and channel.
11	Time	To report intelligence to commander.

## ART 5.6.5 COORDINATE ARMY SPACE CAPABILITIES

5-135. Plan, coordinated, integrate, and control Army space capabilities and force structure to ensure the responsive application of space assets in support of the Soldier. Space capabilities include the mission areas of space force enhancement, space control, and space support and space situational awareness. (FM 3-14) (USASMDC)

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

### \$ Section VII – ART 5.7: Integrate Inform and Influence Activities



5-136. Staffs apply the science of control to support the commander’s tasks by conducting inform and influence activities. This information task supports and enhances current joint information operations doctrine. It not only focuses on the adversary, but it expands to focus on all audiences within the information environment—friendly, neutral, adversary, and enemy. Staffs integrate the task—integrate inform and influence activities—into the staff process. (USACAC)

*Note:* Inform and influence activities is the integration of designated information-related capabilities in order to synchronize themes, messages, and actions with operations to inform U.S. and global audiences; influence foreign audiences; and affect adversary and enemy decisionmaking. (FM 3-13)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit developed inform and influence activities planning and integration requirements in support of the commander's intent.
02	Yes/No	Unit nested inform and influence activities planning and integration objectives with commander's intent.
03	Yes/No	Unit integrated analysis of the information environment to exploit opportunities.
04	Yes/No	Unit integrated analysis of the information environment as well as friendly capabilities and intentions to identify and isolate potential vulnerabilities to friendly information, information systems, and decisionmaking.
05	Yes/No	Unit integrated operations security into the operational scheme of maneuver.
06	Yes/No	Unit integrated military information support operations and military information support elements into the operational scheme of maneuver.
07	Yes/No	Unit integrated military deception into the operational scheme of maneuver.
08	Yes/No	Unit integrated public affairs and public affairs elements into the operational scheme of maneuver.
09	Yes/No	Unit integrated Soldier and leader engagements into the operational scheme of maneuver.
10	Yes/No	Unit integrated inform and influence activities into the operational scheme of maneuver.
11	Yes/No	Unit developed inform and influence activities measures of performance.
12	Yes/No	Unit developed inform and influence activities measures of effectiveness.
13	Yes/No	Unit achieved the desired effects against targeted automated or human decisionmaking.
14	Yes/No	Unit achieved the desired effects against targeted information and information systems.
15	Yes/No	Unit achieved levels of protection against or mitigated enemy or adversary attacks on friendly decisionmaking, information, and information systems.
16	Time	To initiate and conduct inform and influence activities planning in support of decisive action.
17	Time	To achieve desired effects within the area of operations.
18	Percent	Of inform and influence activities targets compared to all targets in the target synchronization matrix.
19	Percent	Of outcomes that reinforce intended consequences.
20	Percent	Of outcomes that mitigate unintended consequences.
21	Number	Of enemy, adversary, neutral, or other decisionmaking, information, and information systems evaluated as candidates for information operations.

**§ ART 5.7.1 CONDUCT PUBLIC AFFAIRS OPERATIONS**

5-137. Army public affairs fulfills the legal mandate to inform American people about the Army and helps to establish conditions that lead to public understanding and support. Effective public affairs generates and enables the sustainment of Army credibility with local, national, and international audiences

during all Army operations and is a major contributor to the U.S. Government’s strategic communication process. (FM 46-1) (OCPA)

**§ ART 5.7.1.1 ADVISE AND COUNSEL THE COMMANDER**

5-138. The commander is the most visible and credible spokesperson for the command and plays a critical role in guiding successful public affairs operations. As the commander’s senior advisor on public communication issues, the public affairs officer is a member of the commander’s personal staff who maintains direct and timely access to the commander and other senior-level staff personnel on a continuous basis. (FM 46-1) (OCPA)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The staff developed a public affairs plan that supported mission success.
02	Yes/No	The staff provided a public affair’s plan to the commander for conducting communication strategies, facilitation of media, and public engagement.
03	Yes/No	The staff received commander’s communication priorities and guidance.
04	Yes/No	The staff coordinated priorities and guidance with other information-related activities.
05	Time	To gain access to commander to advise and articulate concerns related to public affairs.
06	Time	To release information to public.

**§ ART 5.7.1.2 PLAN PUBLIC AFFAIRS COMMUNICATIONS**

5-139. Public affairs communications planning requires collaborative planning and staff understanding of the interdependence of all functional areas and the information aspects of the strategic environment and area of operations. Public affairs planning helps commanders and staffs consider the implications of each course of action on key audiences, both friendly and adversarial. Public perceptions, levels of support, enemy opposition, and countermeasures often change throughout an operation. Therefore, leaders consider effects of public affairs and strategic communication effects throughout the operations process. Planning does not cease with the production of a plan or order. It continues throughout the operation as orders are refined after feedback from continuous assessment. (FM 46-1) (OCPA)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The unit brought public affairs into the planning process at onset and kept it throughout the event or operation.
02	Yes/No	The staff used operational insight and articulation to create guidance for planning purposes.
03	Yes/No	The public affairs staff coordinated with staff and other information-related activities to ensure integration of the public affairs planning process.
04	Yes/No	The staff developed public affairs plans to conduct communication strategies, facilitation of media, and public engagement.
05	Time	The staff produced public affairs mission analysis in a timely manner.

**§ ART 5.7.1.3 EXECUTE COMMUNICATION STRATEGIES**

5-140. Public affairs professionals develop strategies to fulfill commanders’ responsibilities to communicate with the American public. Public affairs coordinates with other information activities to provide commanders an overarching, complementary communication engagement strategy. These activities include military information support operations, civil affairs, combat camera, and other government agencies to communicate U.S. strategic objectives to foreign audiences. (FM 46-1) (OCPA)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The staff provided public affairs plans to the commander for conducting communication strategies, facilitation of media, and public engagement.
02	Yes/No	Commander’s message effectively reached intended audiences in a timely manner.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
03	Yes/No	The staff conveyed the commander's intent in a way that supports mission accomplishment.
04	Yes/No	Communication strategies supported the commander's intent led to mission accomplishment.

**\$ ART 5.7.1.4 FACILITATE MEDIA**

5-141. Public affairs professionals and their commanders must facilitate national, international, and local media access to operational units, including those engaged in combat. Media coverage influences public perceptions of the area of operations, U.S. national policy, and military objectives. It also influences the perceptions of international, U.S., and local audiences in the area of operations. These perceptions affect public support, durability of coalitions, and the duration of Army involvement. (FM 46-1) (OCPA)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The staff built relationships with media.
02	Yes/No	The staff produced public affairs guidance on media interactions.
03	Yes/No	The staff produced public affairs print, audio, and visual products that meet the commander's intent.
04	Yes/No	The staff provided accurate responses to media queries.
05	Yes/No	The staff coordinated media transportation, if required.
06	Time	To establish the media operation center.
07	Time	To provide responses to media inquiries.

**\$ ART 5.7.1.5 CONDUCT PUBLIC AFFAIRS TRAINING**

5-142. Public affairs' training prepares the members of the public affairs team to interact effectively with media and audiences. This training teaches the legitimacy of independent reporting. It provides insight into the focus, accuracy, and balance of news coverage as influenced by a reporter's experience, cultural bias, and political bias. Accurate reporting significantly enhances the Army's credibility and American public support. Training includes advice on the responsibilities and rights as an Army spokesperson or representative. (FM 46-1) (OCPA)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit informed and updated Soldiers and leaders on talking points that supported the commander's communication strategy.
02	Yes/No	Unit informed Soldiers and leaders of media rules of engagement.
03	Yes/No	Unit provided Soldiers and leaders information and trained on media interaction.
04	Yes/No	Soldiers and leaders executed successful media or public engagement.
05	Yes/No	Soldiers and leaders prepared subject matter experts to execute successful media engagement.

**\$ ART 5.7.1.6 FACILITATE PUBLIC ENGAGEMENT**

5-143. Public engagement impacts the Army's morale and America's support to the Army. These engagements help Army leaders and commanders build and sustain the relationships that generate support for the Army. Effective engagement programs build partnerships and help project the Army as a valuable and productive career for America's youth, thus enhancing the Army's ability to attract and retain quality Soldiers. Communities can provide the Army access to resources needed to train and maintain readiness as well as extend support to the families of deployed Soldiers. In overseas operations, public engagement is a shared task with civil affairs. (FM 46-1) (OCPA)

No.	Scale	Measure
01	Yes/No	Public engagement program supported unit mission accomplishment.
02	Yes/No	The staff researched local customs, laws, and policies concerning presence of media and included this research in planning.

## § ART 5.7.2 INTEGRATE MILITARY INFORMATION SUPPORT OPERATIONS

5-144. Commanders integrate military information support operations to inform and influence foreign audiences to increase combat effectiveness in decisive action. Military information support forces conduct military information by informing and influencing foreign groups and individuals through planned, coordinated, and targeted delivery of culturally attuned messages and actions. Military information support forces advise the commander on the psychological effects of military activities and the use of information in the area of operations. (FM 3-05.30) (USAJFKSWCS)

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*Note:* The ARTs below reference FM 3-05.30, *Psychological Operations*, which has not yet been updated to reflect the Secretary of Defense message: Dec. 3, 2010, SUBJECT: Changing the Term Psychological Operations (PSYOP) to Military Information Support Operations (MISO). “The term PSYOP will be replaced with the term ‘Military Information Support Operations’ (MISO), which more accurately reflects and conveys the nature of these activities.”

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### § ART 5.7.2.1 PLAN MILITARY INFORMATION

5-145. Guidance to plan military information (MILINFO) is derived from a military information support operations (MISO) program approved by the Under Secretary of Defense for Policy. Military information support operations (MIS) are integrated as part of the unit’s military decisionmaking process. In the operation plan, the military information support planner develops the MISO tab and appendix. The planner coordinates with the other staff members to enable the execution of MILINFO, including intelligence and information collection, targeting, and delivery of messages and actions. (FM 3-05.30) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	The staff reviewed the higher headquarters order, including all tabs and appendixes, and the commander’s initial planning guidance.
02	Yes/No	The staff reviewed U.S. laws, policies, regulations, and international treaties regarding the execution of MISO.
03	Yes/No	The staff developed the MISO tab and appendix in accordance with applicable MISO programs and higher headquarters guidance.
04	Yes/No	The staff integrated MILINFO into branches and sequels.
05	Yes/No	The staff integrated MILINFO in future operations planning.
06	Yes/No	The staff advised the commander on the psychological effects of military operations within the area of operations.
07	Yes/No	The staff advised the commander on the capabilities of MIS elements.
08	Yes/No	The staff requested MIS assets, as required.
09	Yes/No	The staff coordinated the integration of attached MIS elements.
10	Yes/No	The staff synchronized MILINFO with higher, lower, and adjacent inform and influence activities.
11	Yes/No	The staff coordinated for U.S. production and delivery methods.
12	Yes/No	The staff coordinated for non-U.S. production and delivery methods, when required.
13	Yes/No	The staff integrated information requirements for MISO analysis and assessment as part of the unit’s collection plan.
14	Yes/No	The staff determined the criteria for assessing MISO in the tab and appendix.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
15	Yes/No	The staff adjusted messages and actions based on the assessed effects of operations.
16	Yes/No	The staff determined the methods for delivering messages and actions based on the commander's objectives.
17	Yes/No	The staff coordinated to obtain the appropriate platforms to deliver messages and actions.
18	Yes/No	The staff identified the threat of adversary information aimed at local audiences and coalition forces.

**§ ART 5.7.2.2 EXECUTE MILITARY INFORMATION**

5-146. Commanders derive their authorities to execute military information (MILINFO) from both the military information support operations (MISO) program approved by the Under Secretary of Defense for Policy and from a Chairman of the Joint Chiefs of Staff execution order. This guidance collectively shapes how commanders write, synchronize, and deliver messages and actions. Military information support forces advise on the psychological effects of military activities and on the use of information, and deliver messages and actions to inform and influence selected audiences within the area of operations. (FM 3-05.30) (USAJFKSWCS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The staff advised the commander on the psychological effects of military operations on local audiences.
02	Yes/No	The staff advised host nations or foreign forces in the development and execution of MILINFO.
03	Yes/No	The staff developed messages and actions from the approved MISO program.
04	Yes/no	The staff synchronized messages and actions with other information elements.
05	Yes/No	The staff de-conflicted messages and actions with other information elements.
06	Yes/No	The staff coordinated for the delivery of messages and actions to targets.
07	Yes/No	The staff designed messages and actions to support the commander's intent.
08	Yes/No	The staff delivered messages and actions at specified times.
09	Yes/No	The staff delivered messages and actions to the specified locations.

**§ ART 5.7.2.3 ASSESS THE EFFECTIVENESS OF MILITARY INFORMATION**

5-147. Commanders rely on the staff to assess the effects of planned military information support operations (MISO) messages and actions within the area of operations, making adjustments as necessary. The staff monitors, assesses, and adjusts messages and actions to ensure the effectiveness of military information. Assessing the effectiveness of military information begins during planning and continues throughout each phase of the operation. (FM 3-05.30) (USAJFKSWCS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The unit established criteria assessing the effectiveness of messages and actions.
02	Yes/No	The unit monitored local populations for events relevant to the messages and actions evaluated.
03	Yes/No	The unit conducted assessments of messages and actions.
04	Yes/no	The unit based the assessed messages and actions on planned outcomes.
05	Yes/No	The unit revised messages and actions based on evaluated results.
06	Yes/No	The unit reported the effectiveness of messages and actions.
07	Percent	Of populations reached by more than one media.
08	Percent	Of messages and actions that reached the intended populations.
09	Percent	Of messages and actions that reached unintended populations.

## § ART 5.7.3 CONDUCT SOLDIER AND LEADER ENGAGEMENT

5-148. Units that perform this task broadly describe interactions that take place between Soldiers and leaders among audiences in the area of operations. Soldier and leader engagements can take place as impromptu face-to-face encounters on the street or in a deliberately scheduled meeting. They also can be facilitated by other means, such as telephone calls or a video teleconference. These engagements serve to build relationships, inform an audience by providing relevant information, or influence them in a manner that supports objectives. These interactions should be as deliberate as possible; however, not all engagements are planned. (USACAC)

No.	Scale	Measure
01	Yes/No	Soldiers and leaders were prepared to conduct engagements and were familiar with the unit narrative (themes and messages), their scope of expertise, media personality profile, and regulations concerning interviews.
02	Yes/No	Unit advised Soldiers and leaders, Army civilians, and U.S. contractor personnel of the inevitability of media presence during military operations.
03	Yes/No	Unit briefed Soldiers and leaders, Army civilians, and U.S. contractor personnel and they acknowledged the scope of releasable information during an engagement.
04	Yes/No	The commander ensured the media received maximum unrestricted disclosure of unclassified information in accordance with operations security guidance.
05	Yes/No	Units constructed and maintained engagement worksheets for each engagement.
06	Yes/No	Unit conducted an after action review to assess outcomes of Soldier and leader engagements and integrated them into future engagements.
07	Yes/No	Unit identified local key decisionmakers and audiences important to mission success and to achieving the commander's intent.
08	Percent	Of military leaders, Soldiers, Army civilians, and U.S. contractor personnel involved in engagements coordinated across staffs.
09	Percent	Of identified local key decisionmakers and audiences important to mission success and achieving the commander's objectives engaged by Soldiers and leaders.
10	Percent	Of military leaders, Soldiers, Army civilians, and U.S. contractor personnel involved in engagements who successfully delivered a unit narrative.
11	Time	Taken to issue friendly messages in response to crisis communications needs versus adversary's propaganda timeline.
12	Time	To follow up on commitments made during engagement.

### § ART 5.7.3.1 PREPARE FOR SOLDIER AND LEADER ENGAGEMENT

5-149. Units that perform this task plan the interactions that take place among Soldiers, leaders, and audiences in the area of operations. (USACAC)

No.	Scale	Measure
01	Yes/No	Soldiers and leaders completed pre-engagement checklists.
02	Yes/No	Soldiers and leaders identified critical engagement targets in the area of operations.
03	Yes/No	Soldiers and leaders synchronized engagements with approved themes and messages.
04	Yes/no	Soldiers and leaders synchronized engagements vertically and laterally.
05	Yes/No	Soldiers and leaders factored cultural, social, and language considerations into the planning process.
06	Yes/No	Soldiers and leaders developed the best alternative to negotiated agreement and zone of possible agreement for engagements.
07	Yes/No	Soldier and leader engagements were nested within joint, interagency, intergovernmental, and multinational efforts.
08	Yes/No	Soldiers and leaders developed measures of effectiveness.
09	Time	To plan deliberate engagement.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
10	Percent	Of engagements resulting in positive outcomes.
11	Percent	Of local national actors and audiences engaged by Soldiers and leaders.
12	Percent	Of military leaders, Soldiers, Army civilians, and U.S. contractor personnel involved in engagements who successfully delivered a unit narrative.
13	Number	Of engagements conducted.

**§ ART 5.7.3.2 ASSESS SOLDIER AND LEADER ENGAGEMENTS**

5-150. Units that perform this task assess the interactions that take place among Soldiers, leaders, and audiences in the area of operations. (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Soldier and leader engagement documented details of engagement.
02	Yes/No	Soldiers and leaders drew lessons learned from the engagement.
03	Yes/No	Soldiers and leaders compared current engagement with previous engagement data.
04	Yes/no	Soldiers and leaders assessed measures of effectiveness.
05	Yes/No	Soldiers and leaders refined future engagements based on assessment outcomes.
06	Percent	Of measures of effectiveness achieved.
07	Percent	Of Soldier and leader engagements resulting in positive outcomes.
08	Percent	Of Soldiers and leaders involved in engagements who successfully delivered a unit narrative.

**§ ART 5.7.3.3 DISSEMINATE SOLDIER AND LEADER ENGAGEMENT REPORTS**

5-151. Units that perform this task disseminate the reports and after action reviews gathered after the interactions take place between Soldiers and leaders with audiences in the area of operations. (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Soldier and leader engagement documented details of engagement.
02	Yes/No	Soldier and leader established or followed reporting chain.
03	Yes/No	Soldier and leader submitted initial and follow-on reports within required time.
04	Yes/No	Soldier and leader ensured engagement data was entered into the persistent store.
05	Yes/No	Details of the report were accurate and in proper reporting format.
06	Time	Taken to report initial engagement.
07	Time	Taken to report follow-on engagement information.

**§ ART 5.7.4 INTEGRATE INFORMATION-RELATED CAPABILITIES**

5-152. Units that integrate inform and influence activities use a military capability or activity whose primary purpose, if other than inform and influence activities, units use for conducting or supporting inform and influence activities. Common information-related capabilities include operations security, civil affairs operations combat camera, and cyber electromagnetic activities. Commanders should consider other activities in addition to this list based on the mission and operational environment. (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit demonstrated knowledge of all inform and influence activities and its contribution to achieving the commander's intent within decisive action.
02	Yes/No	Unit demonstrated ability to effectively select the right activities to amplify desired outcomes.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
03	Yes/No	Unit gave sufficient notice and guidance to inform and influence activities assets to ensure their contribution is effectively integrated and optimized with other inform and influence activities.
04	Yes/No	Unit ensured assets were incorporated into appropriate working groups.
05	Time	To identify the need for the integration of an asset.
06	Time	To notify and prepare an asset.
07	Percent	Of targets in the target synchronization matrix are engaged by assets.
08	Number	Of assets employed in support of a specific operation.

## § ART 5.7.5 SUPPORT INFORMATION OPERATIONS

5-153. Information operations integration is characterized by the planning, coordination, and synchronization of policies and procedures, operations, personnel, and technology. This integration aims to protect and defend friendly use of information, information systems, and human and automated decisionmaking. It also aims to attack, degrade, deny, and disrupt enemy, adversary or other's use of information, information systems, and human and automated decisionmaking. (FM 3-13) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit developed information operations planning and integration requirements in support of commander's objectives.
02	Yes/No	Unit nested information operations planning and integration objectives with commander's intent.
03	Yes/No	Unit integrated analysis of the information environment as well as of enemy, adversary, neutral, and other's capabilities and intentions to identify useful exploitation opportunities.
04	Yes/No	Unit integrated analysis of the information environment as well as of friendly capabilities and intentions to identify and isolate potential vulnerabilities to friendly information, information systems, and decisionmaking.
05	Yes/No	Unit integrated information operations support teams and capabilities, taking advantage of opportunities in the information environment to exploit or degrade human and automated decisionmaking.
06	Yes/No	Unit exploited information and information system vulnerabilities.
07	Yes/No	Unit protected or minimized exploitation or degradation to human and automated decisionmaking.
08	Yes/No	Unit protected or minimized degradation to information and information systems
09	Yes/No	Unit achieved the desired damage, exploitation, and degradation levels against targeted automated and human decisionmaking.
10	Yes/No	Unit achieved the desired damage, exploitation, and degradation levels against targeted information and information systems.
11	Yes/No	Unit achieved acceptable levels of protection against and mitigated enemy or adversary attacks on friendly decisionmaking, information, and information systems.
12	Time	To initiate information operations planning and integration in support of decisive action.
13	Time	To achieve desired effects within the information environment in support of decisive action.
14	Time	To observe the results of efforts directed against enemy, adversary, neutral, and other decisionmaking, information, and information systems.
15	Percent	Of information operations planning integrated through the operations synchronization process.
16	Number	Of enemy, adversary, neutral, or other decisionmaking, information, and information systems evaluated as candidates for information operations.

**\$ ART 5.7.5.1 SYNCHRONIZE INFORMATION OPERATIONS**

5-154. The synchronization of information operations includes all information-related capabilities in concert with other lines of operation used to affect the decisionmaking cycle of adversaries. Information operations integration is characterized by the planning, coordination, and synchronization of policies and procedures, operations, personnel, and technology. This integration aims to protect and defend friendly use of information, information systems, and human and automated decisionmaking, and to affect enemy, adversary and other's use of information, information systems, and human and automated decisionmaking. (FM 3-13) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit addressed Army information operations activities (inform and influence activities and cyber electromagnetic activities) and capabilities (military deception and operations security) as part of the broader information operations integration effort during design.
02	Yes/No	Unit included Army information operations activities (inform and influence activities and cyber electromagnetic activities) and capabilities (military deception and operations security) within the broader information operations integration requirements nested with the mission narrative and the commander's intent.
03	Yes/No	Unit included Army information operations activities (inform and influence activities and cyber electromagnetic activities) and capabilities (military deception and operations security) within the information operations integration requirements developed simultaneously with mission command objectives and mission planning.
04	Yes/No	Unit integrated information operations support teams, Army information operations activities (inform and influence activities and cyber electromagnetic activities), and capabilities (military deception and operations security), taking advantage of opportunities within the information environment, to exploit or degrade human or automated decisionmaking.
05	Yes/No	Unit exploited information, information systems, or infrastructure.
06	Yes/No	Unit protected or minimized exploitation or degradation of friendly human and/or automated decision making.
07	Yes/No	Unit protected or minimized exploitation or degradation of information, information systems, or infrastructure.
08	Yes/No	Unit developed measures of performance for Army information operations activities (inform and influence activities and cyber electromagnetic activities) and capabilities (military deception and operations security).
09	Yes/No	Unit developed measures of effectiveness for Army information operations activities (inform and influence activities and cyber electromagnetic activities) and capabilities (military deception and operations security).
10	Yes/No	Unit achieved the desired damage, exploitation, or degradation against the targeted information, information systems, decisionmaking processes, or infrastructure.
11	Yes/No	Unit achieved acceptable levels of protection against or mitigated attacks on friendly information, information systems, and decisionmaking processes.
12	Yes/No	Unit operations were supported by integrated Army information operations activities (inform and influence activities and cyber electromagnetic activities) and capabilities (military deception and operations security) and were not compromised by enemy, adversary, neutral, or other's actions within the information environment.
13	Yes/No	Unit reinforced intended consequences and support desired outcomes.
14	Yes/No	Unit mitigated unintended consequences and avoided unwanted outcomes.
15	Yes/No	Army information operations activities and capabilities were consistent with and supported higher echelon information operations objectives, desired effects, and outcomes.
15	Time	To initiate Army information operations activities (inform and influence activities and cyber electromagnetic activities) and capabilities (military deception and operations security) for design, planning, and integration in support of decisive action.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
16	Time	To achieve desired effects within the information environment in support of decisive action.
17	Time	To observe the results of efforts directed against enemy, adversary, neutral, and other decisionmaking, information, and information systems.
18	Time	To identify, determine appropriate response, and implement changes in response to attacks against friendly information, information systems, and decisionmaking processes.
19	Percent	Of Army information operations activities (inform and influence activities and cyber electromagnetic activities) and capabilities (military deception and operations security) that achieved desired effects within the information environment resulting in damage, exploitation, or degradation to targeted information, information systems, or infrastructure.
20	Percent	Of integrated plans for Army information operations activities (inform and influence activities and cyber electromagnetic activities) and capabilities (military deception and operations security) through the operations synchronization process.
21	Number	Of instances of the disabling, corruption, compromising, or exploitation of friendly information, information systems, and decisionmaking processes.

### § ART 5.7.5.2 CONDUCT INFORMATION OPERATIONS TARGETING AND ASSESSMENT

5-155. Units that perform this task systematically analyze the information environment, the entities operating within it, associated observable and quantifiable information activities, and information (flow and content) transiting through or residing in the environment. These units determine (subjectively or empirically) the affect this analysis has on current operations or could conceivably has on planned operations. Units identify potential information operations targets, infrastructure, systems, and system components to be engaged. Then units subsequently determine the extent of damage or disruption inflicted upon enemy and adversary information and decision making systems, infrastructure, facilities, personnel, or activities. Lastly, units extrapolate the impact this analysis will have on friendly operations. (FM 3-13) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit identified enemy, adversary, neutral, and other's systems, processes, capabilities, or infrastructure vulnerable to attack, damage, exploitation, or disruption in accordance with standing orders and rules of engagement.
02	Yes/No	Unit prioritized and nominated critical enemy, adversary, neutral, and other's systems, processes, capabilities, or infrastructure as high-payoff targets.
03	Yes/No	Unit determined which capability or combination of capabilities would achieve the desired effect.
04	Yes/no	Unit linked reconnaissance and surveillance assets to specific targets and integrated them into the reconnaissance and surveillance plan for target data base development and near real-time target tracking.
05	Yes/No	Unit developed information operations measures of performance.
06	Yes/No	Unit developed information operations measures of effectiveness.
07	Yes/No	Unit passed attack or exploitation guidance to commanders and attack or exploitation systems in sufficient time to engage targets.
08	Yes/No	Unit achieved desired damage, exploitation, or degradation levels against targeted human or automated decisionmaking processes
09	Yes/No	Unit achieved desired damage, exploitation, or degradation levels against targeted information, information systems, or infrastructure.
10	Yes/No	Unit conducted an assessment of information operations measures of effectiveness effects achieved and issued retargeting and new targeting guidance.
11	Time	To identify, prioritize, and nominate targets vulnerable to attack or exploitation.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
12	Time	To identify and submit target collection requirements for tracking, attack, and measures of effectiveness assessment.
13	Time	To develop target list, perform target analysis, and validate targets based on commander's targeting guidance, commander's intent, and rules of engagement.
14	Time	For sensors to acquire, track, and pass target information to attack or exploitation systems.
15	Time	To achieve desired effects within the information environment in support of decisive action.
16	Time	To observe results of efforts directed against enemy, adversary, neutral, and other's decisionmaking, information, information systems, or infrastructure.
17	Percent	Of correctly identified targeted critical decisionmaking, information, information systems, or infrastructure.
18	Percent	Of critical enemy, adversary, neutral, and other's decisionmaking, information, information systems, or infrastructure that were damaged, exploited, or disrupted.
19	Number	Of enemy, adversary, neutral, and other's decisionmaking, information, information systems, or infrastructure that were evaluated as information operations targets.

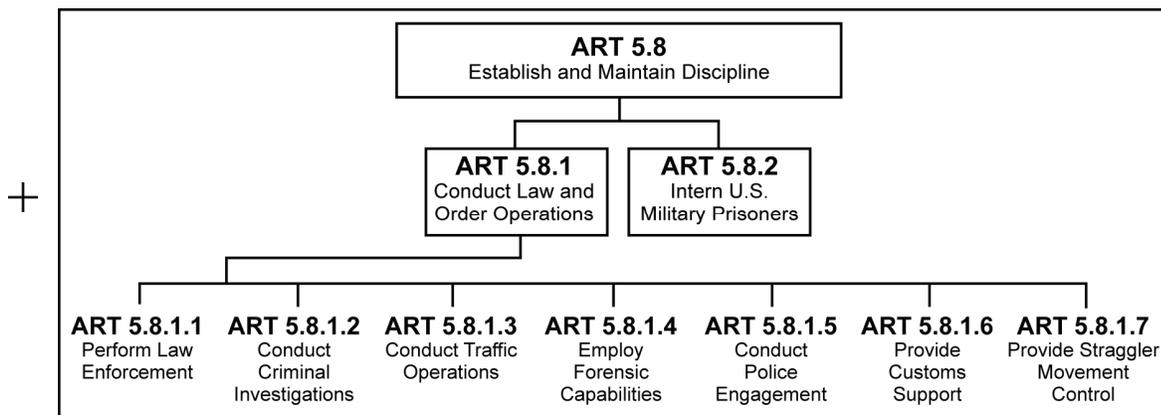
**§ ART 5.7.5.3 CONDUCT INFORMATION OPERATIONS INTELLIGENCE SUPPORT**

5-156. Units that perform this task collect, process, analyze, and provide information to identify critical enemy or adversary command and control nodes, information and decisionmaking systems, personnel, infrastructure, facilities, resources, processes, and activities. They also collect, process, analyze, and provide information to identify and quantify data and information transiting or residing within that portion of the information environment most relevant to the current or planned operation. Lastly, these units identify enemy or adversary courses of actions and targets of opportunity within the information environment and assess the effectiveness of friendly actions taken to deny, disrupt, or degrade enemy or adversary activities within the information environment. (FM 3-13) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit integrated intelligence analysis of the information environment to identify enemy, adversary, neutral, and other's information operations related information, personnel, infrastructure, facilities, systems, processes, and capabilities.
02	Yes/No	Unit identified critical infrastructure, population centers, demographics, attitudes, alliances, and behaviors.
03	Yes/No	Unit identified spheres of influence within a cultural demographic.
04	Yes/no	Unit identified key decisionmaker attitudes, alliances, behaviors, and beliefs.
05	Yes/No	Unit identified exploitable opportunities.
06	Yes/No	Unit identified intelligence support requirements for information operations through analysis of the information environment.
07	Yes/No	Unit integrated specific intelligence support requirements for information operations in the reconnaissance and surveillance plan.
08	Yes/No	Unit provided tailored, all-source intelligence to support embedded or augmenting operational and tactical information operations support staff.
09	Yes/No	Unit provided geographic information system data visualization and signal intelligence as well as mission command networks and systems support to embedded or augmenting operational and tactical information operations support staff.
10	Yes/No	Unit intelligence preparation of the battlefield prominently considered the impact information had on the area of operations. This impact includes portrayal of potential threat courses of action within the information environment.
11	Yes/No	Unit identified and isolated potential vulnerabilities to friendly information, information systems, and decisionmaking.

No.	Scale	Measure
12	Yes/No	Unit integrated intelligence analysis of the information environment, as well as assessments of enemy, adversary, neutral, and others, to identify information warfare capabilities and threats.
13	Time	To determine specific intelligence requirements in support of information operations.
14	Time	To collect, analyze, and assess intelligence gathered in support of information operations.
15	Time	That enemy, adversary, neutral, and others attempted to attack, disrupt, degrade, or exploit friendly information, information systems, and decisionmaking.
16	Percent	Of answers to specific intelligence requirements in support of information operations.
17	Percent	Of enemy, adversary, neutral, and other's systems, processes, capabilities, or infrastructure vulnerable to attack, damage, exploitation, or disruption.
18	Percent	Of enemy, adversary, neutral, and other's information capabilities not covered by operations security measures.
19	Number	Of enemy, adversary, neutral, and other's systems, processes, capabilities, or infrastructure identified as critical points of failure or influence.
20	Number	Of known enemy, adversary, neutral, and other's information sensor coverage in the friendly area of operations.
21	Number	Of enemy, adversary, neutral, and other's attempts to attack, disrupt, degrade, or exploit friendly information, information systems, and decisionmaking.

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



5-157. Establish and maintain discipline through military law enforcement, office of personnel management, regulations, justice, and confinement activities that regulate the force to comply with command policies and directives, ensure a lawful and orderly environment, and suppress criminal behavior. Lead the programs in such manner as to promote self-discipline and respect for authority. Internalize and practice Army values with minimum coercion. (FM 6-22) (USACAC)

No.	Scale	Measure
01	Yes/No	Soldiers and Army civilians exhibited respect for authority and internalized and practiced Army values. Organization had lawful and orderly environment.
02	Number	Of reported disciplinary events.
03	Number	Of incidents involving off-duty Soldiers that involve alcohol or drugs within a given time.
04	Number	Of accidents involving military vehicles within a given time.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
05	Number	Of crimes reported within a given time.
06	Number	Of law and order incidents not covered by existing policy or standing operating procedures.

### **ART 5.8.1 CONDUCT LAW AND ORDER OPERATIONS**

5-158. Law and order operations encompass policing and the associated law enforcement activities to control and protect populations and resources to facilitate the existence of a lawful and orderly environment. L&O operations and the associated skills and capabilities inherent in that function provides the fundamental base on which all other military police functions are frame and conducted. (FM 3-39) (USAMPS).

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit suppressed criminal behavior in the unit area of operations (AO).
02	Yes/No	Unit coordinated with the appropriate U.S. and host-nation authorities for law and order operational support.
03	Yes/No	Unit coordinated actions to remove conditions promoting crime.
04	Yes/No	Unit performed civilian police functions including investigating crimes and making arrests.
05	Yes/No	Unit conducted special police operations requiring formed units, including investigations and arrests.
06	Yes/No	Unit provided guidance on rules for use of force, rules of engagement and rules of interaction.
07	Yes/No	Unit developed plans and standing operating procedures concerning law enforcement operations.
08	Percent	Of time military police subordinate elements conduct law and order missions.
09	Percent	Of criminal behavior suppressed in the AO.
10	Percent	Of military police assets distributed to conduct law and order operations per the plan.
11	Number	Of serious crimes—such as crimes against the United States, political crimes, and war crimes—referred to the Army Criminal Investigation Command for investigation within a given time.
12	Number	Of crimes reported within a given time.
13	Number	Of law and order incidents not covered by existing or established policy or standing operating procedures.
14	Number	Of military working dogs needed for patrol or the detection of narcotics and explosives

#### **ART 5.8.1.1 PERFORM LAW ENFORCEMENT**

5-159. Law enforcement (LE) are those activities performed by personnel authorized by legal authority to compel compliance with, and investigate violations of, laws, directives, and punitive regulations. LE occurs in support of governance and the rule of law; for LE to occur, a legal system must exist. Typically, LE is performed by personnel trained as police officers who are held directly accountable to the governmental source of their authority. (FM 3-39) (USAMPS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The conduct of law enforcement operations helped the commander maintain the efficiency of command.
02	Yes/No	Staff briefed and monitored military police sections.
03	Yes/No	Environmental regulations, laws, and considerations were taken into account during planning and present in procedures being followed.
04	Percent	Of crimes or incidents resolved within 30 days.

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<b>No.</b>	<b>Scale</b>	<b>Measure</b>
05	Percent	Of requests for rail and road movement escorts met.
06	Percent	Of security force requirement available to meet operational needs.
07	Number	Of serious crimes—such as crimes against the United States, political crimes, and war crimes—referred to the U.S. Army Criminal Investigation Command for investigation.
08	Number	Of military working dogs needed for patrol or the detection of narcotics and explosives.

**ART 5.8.1.2 CONDUCT CRIMINAL INVESTIGATIONS**

5-160. Investigate offenses against Army forces or property committed by persons subject to military law. This includes minor crimes and major incidents involving death, serious bodily injury, and war crimes. Conduct host-nation training and support pertaining to criminal investigations. (FM 3-19.13) (USAMPS)

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

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Law enforcement agency personnel investigated and referred offenses against Army forces or property committed by persons subject to military law.
02	Yes/No	Law enforcement agency personnel monitored all ongoing investigations in the theater of operation and received final reports from subordinate elements.
03	Yes/No	Law enforcement agency personnel coordinated with U.S. Army Criminal Investigation Command for investigation of all major incidents (deaths, serious bodily injury, and war crimes).
04	Yes/No	Law enforcement agency personnel took control of crime scene.
05	Yes/No	Law enforcement agency personnel identified personnel involved in the crime.
06	Yes/No	Senior law enforcement agency individual formulated investigative plan.
07	Yes/No	Law enforcement agency personnel processed crime scene.
08	Yes/No	Law enforcement agency personnel processed maintain chain of custody for all collected evidence.
09	Yes/No	Law enforcement agency personnel released crime scene to appropriate individuals.
10	Yes/No	Law enforcement agency personnel pursued immediate investigative leads.
11	Yes/No	Law enforcement agency personnel document all interviews, law enforcement interrogations, and observations conducted the investigation.
12	Yes/No	Law enforcement agency personnel modified standard interview and law enforcement interrogation techniques to overcome any language barriers and cultural differences.
13	Yes/No	Law enforcement agency personnel Investigators maintained a disciplined and systematic approach in their questioning during interviews and law enforcement interrogation.
14	Yes/No	Law enforcement agency personnel conduct follow-up investigations as necessary.
15	Yes/No	Law enforcement agency personnel coordinate investigative efforts with SJA.
16	Yes/No	Law enforcement agency personnel closed the case by preparing final report.
17	Time	To complete crime analysis.
18	Percent	Of investigations of minor reported incidents.
19	Percent	Of investigations conducted and reported per AR 195-2.
20	Percent	Of returns on deficient reports of investigations for corrective action or for further investigative activity.
21	Percent	Of crime analysis performed correctly.

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

**ART 5.8.1.3 CONDUCT TRAFFIC OPERATIONS**

5-161. Develop and implement plans and policies concerning traffic flow, traffic safety, and enforcement of traffic laws. Conduct traffic accident investigation and prevention as well as implement traffic control studies, surveys, and necessary traffic enforcement programs. Assist in implementing traffic education and safety programs. In support of the deployed operational commander, maintain the security and viability of the strategic and tactical lines of communication so commanders can deploy and employ their forces. Support the commander’s freedom of movement by operating traffic control posts, defiles, or mobile patrols; erecting route signs on main or alternate supply routes; or conducting a reconnaissance for bypassed or additional routes. Conduct traffic studies for the ground commander and provide recommendations to ensure traffic ability on critical routes including identification of reserved or restricted routes, traffic control measures, and other protection measures. Provide a permanent representative to the highway traffic headquarters in the theater of operations. Conduct host-nation training and support pertaining to traffic operations. (FM 3-39) (USAMPS)

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

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

**ART 5.8.1.4 EMPLOY FORENSIC CAPABILITIES**

5-162. Employ forensic capabilities, including the use of forensic evidence and biometric identification, through numerous modes such as fingerprints, Deoxyribonucleic acid (DNA), iris scans, firearm and tool mark analysis, and forensic examination of crime scenes and incident sites. Forensic and biometric evidence may be collected in support of criminal investigations involving crimes committed by persons

against Army forces or property under the jurisdiction of military law enforcement personnel. This includes minor crimes and major incidents involving death, serious bodily injury, and war crimes. Forensic and biometric capabilities also can support tactical operations in an effort to provide forensic analysis of collected evidence, identification of personnel or other investigatory requirements in support of operational commanders in an effort identify threat personnel, organizations, and processes to enable appropriate engagement by military forces, Conduct host-nation training and support pertaining to forensic and biometric capabilities. (FM 3-39) (USAMPS).

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

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

**ART 5.8.1.5 CONDUCT POLICE ENGAGEMENT**

5-163. Police engagement is a type of information engagement that occurs between police personnel, organizations, or populations for the purpose of maintaining social order. Military police and USACIDC personnel engage local, host nation, and coalition police partners; police agencies; civil leaders; and local populations for critical information that can influence military operations or destabilize an area of operations. (FM 3-39) (USAMPS).

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

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<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Police engagement did not violate U.S. Code and applicable Department of Defense and Army regulations against collecting intelligence on U.S. persons.
02	Yes/No	Public information venues were used to conduct police engagement with the local populace and community leaders.
03	Yes/No	Unit coordinated funds to establish and maintain a police informant operation.
04	Yes/No	Unit identified patterns or trends relevant to proactive law and order operations.
05	Yes/No	Unit analyzed police information and produced actionable police and criminal intelligence.
06	Yes/No	Unit recruited and developed law enforcement informants in the area of operations (AO).
07	Yes/No	Police engagement concept of operations and coordinating instructions developed for the operation plan and order as required.
08	Yes/No	Police engagement was actively employed with other government and nongovernment agencies.
09	Yes/No	All personnel were informed of specific informational themes to use when conducting informal police engagement during the course of normal interaction with the population.

No.	Scale	Measure
10	Yes/No	All personnel were informed of specific police intelligence requirements.
11	Time	To identify and assess latest criminal information collected.
12	Time	To identify criminal information resources in the AO.
13	Time	To identify criminal trends and patterns developed in the AO.
14	Time	To analyze external police and criminal intelligence reports.
15	Time	To assess internally created police information.
16	Time	To produce criminal information bulletins and alert notices.
17	Percent	Of priority intelligence requirement collection efforts directed toward subordinate units.
18	Percent	Of available police intelligence resources in the AO.
19	Percent	Of known terrorist- and criminal-related activities reported by informants before their occurrence.
20	Percent	Of identified individuals engaged in terrorist- and criminal-related activities reported by informants after their occurrence.
21	Percent	Of accurately reported terrorist- and criminal-related activities.

### ART 5.8.1.6 PROVIDE CUSTOMS SUPPORT

5-164. Perform tactical actions that enforce restrictions on controlled substances and other contraband violations that enter and exit an area of operations (AO). Customs support can be conducted in support of U.S. customs laws to ensure Department of Defense organizations comply with or support host-nation (HN) customs laws at HN points of entry or exit. Conduct HN training and support pertaining to customs support. (FM 3-39) (USAMPS)

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

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

**ART 5.8.1.7 PROVIDE STRAGGLER MOVEMENT CONTROL**

5-165. Straggler control involves the direction of uninjured stragglers to their parent unit or to a replacement unit as command policies dictate. Stragglers are military personnel who have become separated from their command by events on the battlefield. If stragglers are ill, wounded, or in shock, they are moved to the nearest medical facility. (FM 3-39) (USAMPS)

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

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

5-166. Detain, sustain, protect, and evacuate U.S. military prisoners. ART 5.8.2 includes the establishment of temporary detention facilities. It also includes the operation of long-term confinement facilities. (FM 3-19.40) (USAMPS)

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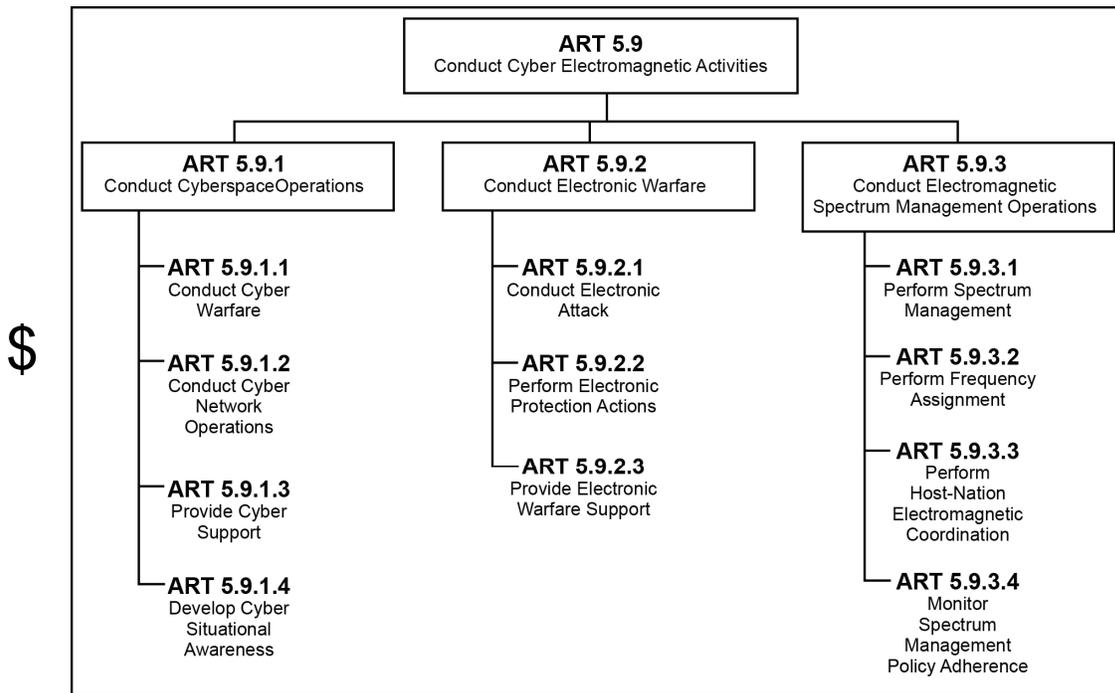
*Note:* This task links to ART 4.4 (Conduct Internment and Resettlement Operations).

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<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit detained, sustained, and protected U.S. military prisoners until their trials were completed and their sentences were served.
02	Yes/No	Unit retained U.S. military prisoners in custody until trial or until transferred to a field confinement facility.
03	Yes/No	Unit evacuated convicted prisoners from the area of operations (AO) per policy or law.
04	Yes/No	Unit evaluated the operation to include identifying the location of temporary detention facilities for U.S. military prisoners.
05	Yes/No	Unit evacuated U.S. military prisoners from the forward battle area confinement facility to the support area confinement facility as conditions warranted.
06	Yes/No	Unit established a field detention facility in the AO.
07	Yes/No	The confinement facility staff protected and sustained U.S. military prisoners.
08	Yes/No	The confinement facility staff prevented the disruption of facility operations by enemy attack.
09	Number	Of U.S. military prisoners detained or evacuated from AO.
10	Number	Of cases where confinement facility medical section provided immediate problem solving and crisis intervention to U.S. military prisoners interned at the facility.

No.	Scale	Measure
11	Number	Of prisoner movements or transfers following specified routes.
12	Number	Of U.S. military prisoners picked up and transported with proper written authorization.
13	Number	Of U.S. military prisoners sent to higher headquarter confinement facilities within 72 hours of arrival.
14	Number	Of those U.S. military prisoners requiring special billeting and accountability provided health and welfare items while still retaining proper custody and control.
15	Number	Of U.S. military prisoners escaping from confinement facilities in the AO.
16	Number	Of military working dogs needed for patrol or the detection of narcotics and explosives.

**\$ Section IX – ART 5.9: Conduct Cyber Electromagnetic Activities**



5-167. Units that perform this task conduct cyber electromagnetic activities as part of combined arms operations to seize, retain, and exploit an advantage over adversaries and enemies in both cyberspace and across the electromagnetic spectrum; deny and degrade adversary and enemy use of the same; and protect friendly mission command networks and systems. (USACAC)

No.	Scale	Measure
01	Yes/No	Unit operated an enterprise network for computer and telecommunication networks at multiple levels of classification, providing end-to-end assured cyber network operations.
02	Yes/No	Unit developed the commander's overall situational awareness to support decisionmaking processes. Unit established public or private partnerships for commanders and their staffs to monitor the status of the elements of critical infrastructure supporting both garrison and deployment activities.
04	Yes/No	Unit conducted cyber war to include cyber exploitation, cyber attack, and dynamic cyber defense to detect, deter, disrupt, and deny adversary activities to maintain friendly freedom of action and degrade enemy freedom of action.
05	Yes/No	Unit performed development, engineering, and analysis to support and enable effective cyber network operations and cyber warfare.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
06	Yes/No	Unit conducted electronic attack using electromagnetic energy, directed energy, or anti-radiation capabilities to attack personnel, facilities, or equipment.
07	Yes/No	Unit efficiently used the electromagnetic spectrum while in a joint operational environment to enable the warfighter's operation plan.
08	Yes/No	Unit efficiently integrated cyber electromagnetic activities in support of decisive action.

## § ART 5.9.1 CONDUCT CYBERSPACE OPERATIONS

5-168. Cyberspace operations are the employment of cyber capabilities where the primary purpose is to achieve objectives in or through cyberspace. Such operations include computer network operations and activities to operate and defend the Global Information Grid. (JP 3-13.1) (USJFCOM JWFC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit employed offensive and defensive cyber electromagnetic activities.
02	Yes/No	Unit was able to protect individuals and platforms.
03	Yes/No	Unit was able to gain situational awareness of relevant cyberspace and the electromagnetic spectrum.
04	Yes/No	Unit was able to establish, operate, and defend a network that delivers effective mission command.

### § ART 5.9.1.1 CONDUCT CYBER WARFARE

5-169. Cyber warfare extends combat power beyond the defensive boundaries of the Global Information Grid to detect, deny, degrade, disrupt, destroy, and exploit enemies. Cyber warfare capabilities target computer networks, telecommunication networks, and embedded processors and controllers in equipment, systems, and infrastructure. Cyber warfare uses cyber exploitation, cyber attack, and cyber defense in a mutually supporting and supported relationship with network operations and cyber support. (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit engineered, constructed, and operated a network in order to support cyber warfare activities.
02	Yes/No	Unit gained and maintained access to conduct cyber warfare activities to exploit, detect, deter, deny, degrade, and destroy adversary systems.
03	Yes/No	Unit conducted dynamic cyber defense to detect, deter, disrupt, and deny adversary activities.
04	Yes/No	Unit leveraged applicable authorities to collect and exploit intelligence on adversary facilities, platforms, sensors, systems, and networks.
05	Yes/No	Unit processed (aggregated, correlated, managed, decrypted, and translated) and analyzed cyber information on adversary cyber networks and assets.

### § ART 5.9.1.2 CONDUCT CYBER NETWORK OPERATIONS

5-170. Units that perform this task establish, operate, manage, protect, defend, and provide command and control of the LandWarNet, critical infrastructure and key resources, and other specified cyberspace. (JP 3-13.1) (USJFCOM JWFC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit established liaisons and integrated partners to promote operational efficiency and effectiveness.
02	Yes/No	Unit established common ingress or egress points for integration between disparate Army cyberspaces to enable coordinated Army and joint, interagency, intergovernmental, and multinational actions in and through friendly applications of cyberspace.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
03	Yes/No	Unit established secure computing and communications network infrastructures (Army cyberspace) to support the movement and maneuver as well as sharing of data at multiple levels of security ranging from unclassified thru top secret or sensitive compartmented information.
04	Yes/No	Unit moved and maneuvered data with varying security classifications within and across Army cyberspace utilizing secure transfer mechanisms.
05	Yes/No	Unit prioritized the allocation of capabilities in and through friendly applications of cyberspace to establish precedence.
06	Yes/No	Unit developed, maintained, and enforced cyber electromagnetic policies governing common architectures, network operations command and control, access control, interoperability, cyber defense, information sharing, and data or service standards.
07	Yes/No	Unit enabled discovery and use of cyber assets (information, services, and applications) throughout Army cyberspace.
08	Yes/No	Unit authenticated entities through validation and verification and monitored authentication to audit and identify threats.
09	Yes/No	Unit established a virtual, collaborative, and operational workspace that supports the exchange of information for planning, coordinating, and synchronizing actions in and through Army cyberspace.

**\$ ART 5.9.1.3 PROVIDE CYBER SUPPORT**

5-171. Cyber support is supporting activities to enable both network operations and cyber warfare. Cyber support differs from cyber warfare and network operations. Those activities are carried out by multiple organizations and do not require a separate cyber support proponent or lead. Cyber support entails varying intents, conditions, authorities, and levels of effort. (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit performed development, engineering, and analysis to support and enable effective cyber network operations and cyber warfare actions.
02	Yes/No	Unit conducted legal, regulatory, and policy analysis and coordination.
03	Yes/No	Unit performed threat-based security and vulnerability assessments.
04	Yes/No	Unit performed cyber forensics.
05	Yes/No	Unit mitigated and remediated solutions to cyber intrusions or attacks.
06	Yes/No	Unit provided support to network operations functions of mitigation and other elements conducting remediation.

**\$ ART 5.9.1.4 DEVELOP CYBER SITUATIONAL AWARENESS**

5-172. Cyber situational awareness is the knowledge of friendly, neutral, adversary, and enemy relevant information regarding activities in and through cyberspace and the electromagnetic spectrum. Soldiers gain this awareness by combining intelligence and operational activities in cyberspace, the electromagnetic spectrum, and the other domains, both unilaterally and through collaboration with our joint, interagency, intergovernmental, multinational, and nongovernmental partners. (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit provided to the commander near-real time awareness and understanding of adversary (foreign and insider) capabilities, plans, intentions, and actions on adversary units' networks, services, and systems and the potential impacts on the mission and force.
02	Yes/No	Unit provided to the commander awareness and understanding of the legal considerations, intelligence gains or losses, and risks associated with decisions made and actions taken in or through cyberspace and the electromagnetic spectrum.
03	Yes/No	Unit provided to the commander awareness and understanding of the social layer of networks.

## § ART 5.9.2 CONDUCT ELECTRONIC WARFARE

5-173. *Electronic warfare* is any military action involving the use of electromagnetic and directed energy to control the electromagnetic spectrum or to attack the enemy. Electronic warfare consists of three divisions: electronic attack, electronic protection, and electronic warfare support. (JP 3-13.1) (USJFCOM JWFC)

No.	Scale	Measure
01	Yes/No	Unit conducted electronic attack to attack personnel, facilities, or equipment with the intent of degrading, neutralizing, or destroying enemy combat capability.
02	Yes/No	Unit conducted electronic protection using actions to protect personnel, facilities, and equipment from any effects of friendly or enemy use of the electromagnetic spectrum that degrade, neutralize, or destroy friendly combat capability.
03	Yes/No	Unit conducted electronic warfare support to intercept, identify, and locate or localize sources of intentional and unintentional radiated electromagnetic energy for the purpose of immediate threat recognition, targeting, planning, and conduct of future operations.
04	Yes/No	Unit integrated, analyzed, and fused collected data and information to provide targetable intelligence in support of electronic warfare.
05	Yes/No	Unit conducted a legal review of electronic warfare operations.

### § ART 5.9.2.1 CONDUCT ELECTRONIC ATTACK

5-174. *Electronic attack* is a division of electronic warfare involving the use of electromagnetic energy, directed energy, or anti-radiation weapons to attack personnel, facilities, or equipment with the intent of degrading, neutralizing, or destroying enemy combat capability and is considered a form of fires. (JP 3-13.1) (USJFCOM JWFC)

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**Note:** Electronic attack has both offensive and defensive capabilities. Electronic attack includes actions taken to prevent or reduce an enemy's effective use of the electromagnetic spectrum, such as jamming and electromagnetic deception; employment of weapons that use either electromagnetic or directed energy as their primary destructive mechanism (lasers, radio frequency weapons, particle beams); and offensive and defensive activities including countermeasures.

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No.	Scale	Measure
01	Yes/No	Targets selected were required for accomplishing the unit mission and commander's intent.
02	Yes/No	Unit nominated electronic attack targets following rules of engagement.
03	Time	To submit electronic attack targets to operational echelons.
04	Time	To receive and assess results of electronic attack.
05	Percent	Of enemy systems not engaged by electronic attack that are targeted for physical attack.
06	Percent	Of enemy systems not engaged by electronic attack that are targeted for collection or exploitation.

### § ART 5.9.2.2 PERFORM ELECTRONIC PROTECTION ACTIONS

5-175. *Electronic protection* involves actions taken to protect personnel, facilities, and equipment from any effects of friendly or enemy use of the electromagnetic spectrum that degrade, neutralize, or destroy friendly combat capability. Electronic protection includes actions, such as frequency agility in a radio or variable pulse repetition frequency in radar. (JP 3-13.1) (USJFCOM JWFC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit course of action was not compromised by enemy offensive information operations.
02	Time	For friendly information and intelligence collection sensor system managers, operators, and emergency response teams or contact teams to respond, identify, and correct system failures attributed to enemy offensive information operations.
03	Time	To identify, determine appropriate response, and implement changes in response to a possible threat to information systems.
04	Percent	Of time units in the area of operations were in restrictive information operations condition.
05	Percent	Of information systems hardware, software components, and databases backed up by replacement components or backup files in case of failure or compromise.

**§ ART 5.9.2.3 PROVIDE ELECTRONIC WARFARE SUPPORT**

5-176. *Electronic warfare support* is a division of electronic warfare involving actions tasked by, or under the direct control of, an operational commander to search for, intercept, identify, and locate or localize sources of intentional and unintentional radiated electromagnetic energy for the purpose of immediate threat recognition, targeting, planning, and conduct of future operations. (JP 3-13.1) (USJFCOM JWFC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit developed plan for intelligence support to electronic warfare support operations.
02	Yes/No	Unit disseminated electronic warfare reprogramming information.
03	Yes/No	Unit had assets available to satisfy electronic warfare support requirements.
04	Yes/No	Unit identified intelligence support requirements for electronic warfare support.
05	Yes/No	Unit had procedure in place to request intelligence support to satisfy electronic warfare support requirements.
06	Yes/No	Unit had procedure in place for rapid electronic warfare reprogramming.

**§ ART 5.9.3 CONDUCT ELECTROMAGNETIC SPECTRUM OPERATIONS**

5-177. Electromagnetic spectrum operations are the conduct of spectrum management, frequency assignments, policy implementation, and host-nation coordination that enables the commander’s effective use of the electromagnetic spectrum. (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit provided appropriate guidance and necessary coordination to deconflict interference with other friendly uses of the electromagnetic spectrum.
02	Yes/No	Unit obtained clearance (or approval) from host nations for the use of the electromagnetic spectrum (through existing coordination procedures).
03	Yes/No	Unit ensured assigned military forces were authorized sufficient use of the electromagnetic spectrum to execute their designated missions.
04	Yes/No	Unit developed and distributed plans for appropriately using electromagnetic spectrum that included frequency reuse and sharing schemes for specific frequency bands.
05	Yes/No	Unit maintained the necessary database that contains information on all friendly, available, adversary, and selected neutral or civil spectrum emitters or receivers.
06	Yes/No	Unit established and maintained a close working relationship with the frequency management personnel.

**§ ART 5.9.3.1 PERFORM SPECTRUM MANAGEMENT**

5-178. The electromagnetic spectrum manager at all echelons enables units to use information from an electromagnetic environment for planning and execution of operations. This information helps units

determine the impact an electromagnetic environment will have on the maneuver force, incorporate electromagnetic environment information into the commander's common operational picture, prioritize spectrum use, nominate and deconflict spectrum resources, use Army and joint reprogramming data for electronic warfare systems, and include satellite spectrum information into spectrum databases. (USACAC)

No.	Scale	Measure
01	Yes/No	Unit managed spectrum to satisfy mission requirements and met commander's intent.
02	Yes/No	All systems operated with no interference.
03	Yes/No	Unit maintained databases.
04	Time	To convert raw data to a useable format.
05	Time	To deconflict spectrum assignments.
06	Time	To evaluate environmental effects.
07	Time	To resolve frequency interference.
08	Time	To coordinate electronic warfare issues.
09	Time	To process interference report.
10	Time	To coordinate, develop, and publish a joint restricted frequency list.
11	Percent	To coordinate with network managers.
12	Number	Of frequency assignments managed.
13	Number	Of systems requiring spectrum.

### § ART 5.9.3.2 PERFORM FREQUENCY ASSIGNMENT

5-179. The electromagnetic spectrum manager at all echelons provides explicit interference analysis and automated frequency assignment to the operator for all spectrum-dependent devices in the area of operations. (USACAC)

No.	Scale	Measure
01	Yes/No	Unit requested sufficient frequencies to meet mission requirements.
02	Yes/No	Sufficient frequencies were available to meet mission requirements.
03	Yes/No	Unit utilized frequency re-use plans to efficiently use spectrum.
04	Time	To generate radio load sets and frequency plans.
05	Time	To build a communications-electronics operating instructions.
06	Time	Between request for frequencies.
07	Time	To obtain frequency approval.
08	Time	To design the frequency plan for area networks.

### § ART 5.9.3.3 PERFORM HOST-NATION ELECTROMAGNETIC COORDINATION

5-180. Each nation has sovereignty over its electromagnetic spectrum. The use of the electromagnetic spectrum must be negotiated on a case-by-case basis. Approval to transmit within a country is based on the sovereignty of that country and their regulatory processes that evaluate the Department of Defense request for use of spectrum perceived potential for electromagnetic interference to local receivers. Use of military or commercial electromagnetic spectrum systems in host nations requires coordination and negotiation that result in formal approvals and certifications. (JP 6-0) (USJFCOM JWFC)

No.	Scale	Measure
01	Yes/No	Unit established relationship with host-nation agency responsible for radio frequency spectrum.
02	Yes/No	Commander was informed of host-nation restrictions on spectrum use.
03	Time	To process frequency request.
04	Time	To obtain frequency approval.

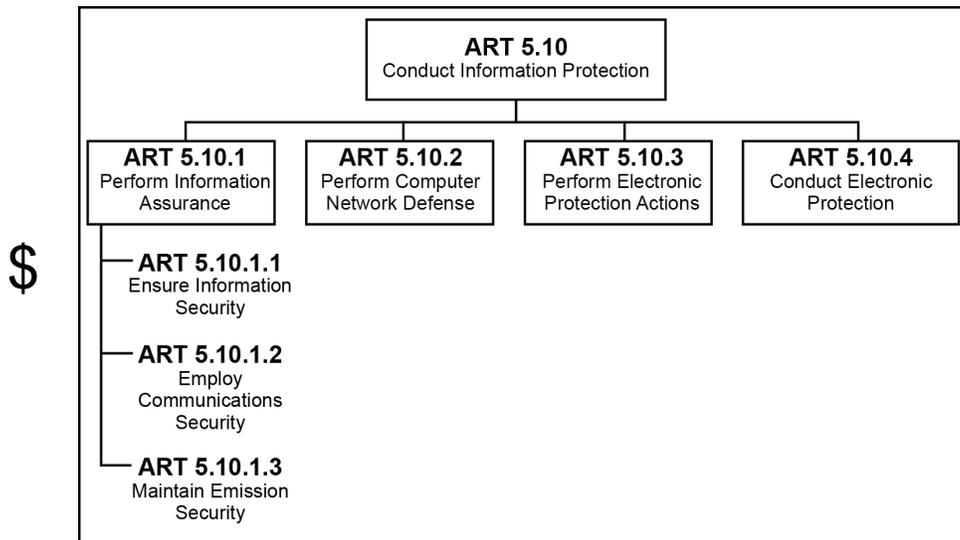
No.	Scale	Measure
05	Percent	Of frequency requests filled.
06	Percent	Of mission degradation due to inadequate spectrum.

**§ ART 5.9.3.4 MONITOR SPECTRUM MANAGEMENT POLICY ADHERENCE**

5-181. International use of the electromagnetic spectrum is coordinated globally through the International Telecommunications Union. The United States Military Communications-Electronics Board is the main coordinating body for signal matters among Department of Defense (DOD) components. The main enforcement mechanism for DOD systems is the Spectrum Certification process (the frequency allocation to equipment process utilizing the DD 1494 [Application for Equipment Frequency Allocation]), which must be completed for all systems and equipment that emit or receive radio frequencies. (JP 6-0) (USJFCOM JWFC)

No.	Scale	Measure
01	Yes/No	Unit observed all spectrum policies, regulations, and rules.
02	Yes/No	Commander was aware of policy, regulations, and rules affecting operations.
03	Time	To complete DD 1494.
04	Time	To get approval from the Military Communications-Electronics Board.
05	Time	To disseminate spectrum supportability guidance.
06	Number	Of systems not meeting spectrum certification compliance.

**§ SECTION X – ART 5.10: CONDUCT INFORMATION PROTECTION**



5-182. *Information protection* is active or passive measures that protect and defend friendly information and information systems to ensure timely, accurate, and relevant friendly information. It denies enemies, adversaries, and others the opportunity to exploit friendly information and information systems for their own purposes. Information protection comprises information assurance, computer network defense, and electronic protection. (USACAC)

No.	Scale	Measure
01	Yes/No	Unit course of action was not compromised by enemy information operations (IO).
02	Time	To develop and refine IO annex to operation order.
03	Time	To identify, determine appropriate response, and implement changes in response to a

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
		possible threat to friendly information systems.
04	Time	For friendly information and intelligence collection sensor system managers, operators, and emergency response teams and contact teams to respond, identify, and correct system failures attributed to enemy IO.
05	Percent	Of time units in area of operations (AO) are in restrictive information operations condition.
06	Percent	Of friendly emitters in AO known to have been exploited by an enemy.
07	Percent	Of information systems hardware, software components, and databases backed up by replacement components or backup files in case of failure or compromise.
08	Percent	Of information system software components and databases protected by firewalls and virus detection software.
09	Number	Of times to reprogram information system software in response to identified threats.
10	Number	Of instances of enemy IO disabling, corrupting, or compromising friendly information systems and intelligence collection sensors.
11	Number	Of instances of electronic fratricide in the AO.

## § ART 5.10.1 PROVIDE INFORMATION ASSURANCE

5-183. Plan, establish, and conduct programs and procedures to protect information and information systems. Implement safeguards and controls on data networks and computer systems. Ensure availability, integrity, authenticity, and security of information networks, systems, and data. Detect and react to compromises. Restore networks, systems, and data. (FM 3-13) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Systems administrators and operators performed risk assessment of potential threats to friendly information systems and took appropriate action to respond to those risks.
02	Time	For information system emergency response teams to identify, respond, and correct information system failures attributed to adversary information operations or criminal mischief.
03	Percent	Of information systems not protected by firewalls, virus detection software, and other appropriate information protection measures.
04	Percent	Of information systems hardware components, software programs, and databases that have backups to replace or duplicate them in case of failure or corruption.
05	Percent	Of enemy or criminal attempts to disable, corrupt, or compromise friendly information system components, software, and databases that are successful.
06	Percent	Of enemy or criminal attempts to disable, corrupt, or compromise friendly information system components, software, and databases detected by system administrators and operators and automated protective systems, such as firewalls.
07	Percent	Of friendly information systems linked to the Internet.
08	Number	Of redundant communications paths available to connect information systems.
09	Number	Of attempts to disable, corrupt, or compromise friendly information system components, software, and databases.
10	Number	And types of friendly information systems linked to unsecured and secured Internet.

### § ART 5.10.1.1 ENSURE INFORMATION SECURITY

5-184. Deny the enemy access to electronic information (both communications and noncommunications) that could be used to identify friendly capabilities and intentions. (FM 3-13) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Signal security compromises degraded, delayed, or modified unit operations.
02	Yes/No	Firewalls, virus protection software, or other information protection measures protected unit information systems.
03	Time	To refine and synchronize signal and information operations (IO) annexes to operation order.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
04	Time	To complete operations security (OPSEC) assessment in the area of operations (AO).
05	Time	To identify improper occurrence of signal security.
06	Time	For appropriate information response teams to respond, identify, and correct information system failures attributed to enemy offensive IO or criminal activity.
07	Percent	Of increased or decreased number of security violations on combat net radios in the AO within a given time.
08	Percent	Of successful enemy attempted penetration of friendly information systems.
09	Percent	Of emitter system administrators and operators who have current OPSEC training.
10	Percent	Of enemy sensor coverage in AO known to friendly force.
11	Percent	Of identified friendly vulnerabilities in AO exploited by enemy actions.
12	Percent	Of electronic communications in AO encrypted or secured.
13	Percent	Of message traffic in AO exploited by enemy.
14	Percent	Of friendly emitters in AO exploited by enemy.
15	Percent	Of signal security measures previously assessed unsatisfactory that have improved based on assessment.
16	Percent	Of friendly operations conducted in a restrictive emission control environment.
17	Percent	Of units, installations, and agencies in AO operating from a common signal operation instruction.
18	Percent	Of unit communications systems required to maintain more than one encryption system.
19	Number	Of security violations on combat net radios in the AO.
20	Number	Of teams fielded to monitor friendly emitters.
21	Number	Of interceptions of friendly communications during planning and execution.
22	Number	Of instances when frequency allocation or frequency management fails to prevent signal fratricide.

**\$ ART 5.10.1.2 EMPLOY COMMUNICATIONS SECURITY**

5-185. Deny the enemy information of value that might be derived from the possession and study of telecommunications. (FM 6-02.72) (USASC&FG)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Communications security compromises degraded, delayed, or modified unit operations.
02	Yes/No	Unit executed controlling authority functions.
03	Time	To refine and synchronize signal annex to operation order.
04	Time	To complete communications security assessment in the area of operations (AO).
05	Time	To identify improper occurrences of communications security.
06	Percent	Of increased or decreased number of security violations on combat net radios in the AO within a given time.
07	Percent	Of enemy sensor coverage in AO known to friendly force.
08	Percent	Of successful enemy attempted penetration of friendly information systems.
09	Percent	Of information system administrators and operators who have current operations security training.
10	Percent	Of identified friendly communications vulnerabilities in AO exploited by enemy actions.
11	Percent	Of electronic communications in AO encrypted or secured.
12	Percent	Of message traffic in AO exploited by enemy.
13	Percent	Of friendly information systems in AO exploited by enemy.
14	Percent	Of communications security measures previously assessed unsatisfactory that have improved based on assessment.
15	Percent	Of friendly operations conducted in a restrictive emission control environment.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
16	Percent	Of units, installations, and agencies in AO operating from a common signal operation instructions.
17	Percent	Of unit communications systems requiring more than one encryption system.
18	Percent	Of communications systems using encryption.
19	Percent	Of systems that include communications security in communications network planning.
20	Number	Of communications security incidents reported.
21	Number	Of security violations on combat net radios in the AO.
22	Number	Of teams fielded to monitor friendly communications systems.
23	Number	Of interceptions of friendly communications during planning and execution.
24	Number	Of redundant communications paths available to connect operational information systems.

### § ART 5.10.1.3 MAINTAIN EMISSION SECURITY

5-186. Plan and implement measures to deny unauthorized persons information of value that might be derived from their interception and study of electromagnetic radiation. Select and control the use of electromagnetic, acoustic, or other emitters to optimize friendly operations and capabilities while minimizing detection by enemy sensors and mutual interference among friendly systems. (FM 6-02.72) (USASC&FG)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Signal emission security compromises degraded, delayed, or modified unit operations.
02	Time	To refine and synchronize signal and IO annexes to operation order.
03	Time	To complete operations security (OPSEC) assessment in the area of operations (AO).
04	Time	To identify improper maintenance of emission security.
05	Percent	Of emitter system administrators and operators who have current OPSEC training.
06	Percent	Of enemy sensor coverage in AO known to friendly force.
07	Percent	Of identified friendly vulnerabilities in AO exploited by enemy actions.
08	Percent	Of electronic communications in AO encrypted or secured.
09	Percent	Of friendly emitters in AO exploited by enemy.
10	Percent	Of emission security measures previously assessed unsatisfactory that have improved based on new assessment.
11	Percent	Of friendly operations conducted in a restrictive emission control environment.
12	Percent	Of friendly courses of action that the enemy can determine by observing friendly emitters.
13	Number	Of emission security violations in the AO in a given time.
14	Number	Of teams fielded to monitor friendly emitters.
15	Number	Of interceptions of friendly emitters during planning and execution.
16	Number	Of instances when frequency allocation or frequency management fails to prevent signal fratricide.

### § ART 5.10.2 PERFORM COMPUTER NETWORK DEFENSE

5-187. Computer network defense is actions to defend against unauthorized activity within computer networks. Computer network defense includes monitoring, detection, analysis, response, and restoration activities. These activities are performed by multiple disciplines, such as operations, network administrators, intelligence, counterintelligence, and law enforcement. (FM 3-13) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Enemy offensive information operations (IO) compromised unit course of action.
02	Time	To develop and refine IO annex to operation order.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
03	Time	To identify, determine appropriate response, and implement changes in response to a possible threat to information systems.
04	Time	For friendly information and intelligence collection sensor system managers, operators, and emergency response teams or contact teams to respond, identify, and correct system failures attributed to enemy offensive IO.
05	Percent	Of time units in the area of operations (AO) are in restrictive emission control condition.
06	Percent	Of friendly emitters in the AO known to have been exploited by an enemy.
07	Percent	Of information systems hardware, software components, and databases backed up by replacement components or backup files in case of failure or compromise.
08	Number	Of times to reprogram information system software in response to identified threats.
09	Number	Of instances of enemy offensive IO disabling, corrupting, or compromising friendly information systems and intelligence collection sensors.
10	Number	Of instances of electronic fratricide in the AO.

### **\$ ART 5.10.3 PERFORM ELECTRONIC PROTECTION ACTIONS**

5-188. Plan and implement active and passive means to protect personnel, facilities, and equipment from any effects of friendly or enemy employment of electronic warfare (EW) that may degrade, neutralize, or destroy friendly combat capability. Electronic protection includes the hardening of equipment and facilities from the effects of EW; emission control procedures and measures as outlined in ART 6.3.1.3 (Maintain Emission Security); and the efficient management of the electromagnetic spectrum as outlined in ART 5.3.6 (Conduct Electromagnetic Spectrum Management Operations). (JP 6-0) (USJFCOM JWFC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	EW mission spectrum requirements were de-conflicted with the unit spectrum manager.
02	Yes/No	All EW systems operated without interference.
03	Yes/No	EW system emission security compromises degraded, delayed, or modified unit operations.
04	Time	To evaluate EW-related frequency interference issues.
05	Time	To coordinate EW-related frequency interference issues.
06	Time	To resolve EW-related frequency interference issues.
07	Time	To identify improper maintenance of emission security.
08	Time	To respond to new threats through reprogramming of systems.
09	Time	To take appropriate measure against friendly or enemy EW system interference.
10	Percent	Of identified friendly vulnerabilities in the area of operations (AO) exploited by enemy actions.
11	Percent	Of friendly emitters in the AO exploited by enemy.
12	Percent	Of friendly operations conducted in a restrictive emission control environment.
13	Percent	Of emission control procedures that have improved from previous assessments
14	Percent	Of successful EW system reprogramming events.
15	Percent	Of friendly systems affected by friendly EW systems.
16	Percent	Of friendly systems affected by enemy EW systems.
17	Number	Of frequency interference issues.
18	Number	Of EW systems operating on assigned frequencies.
19	Number	Of EW systems detected by enemy sensors.
20	Number	Of emission security violations in the AO in a given time.
21	Number	Of instances when frequency allocation or frequency management fails to prevent signal fratricide.
22	Number	Of EW system reprogramming events.
23	Number	Of instances when EW system reprogramming is unsuccessful.
24	Number	Of friendly systems affected by friendly or enemy EW systems.

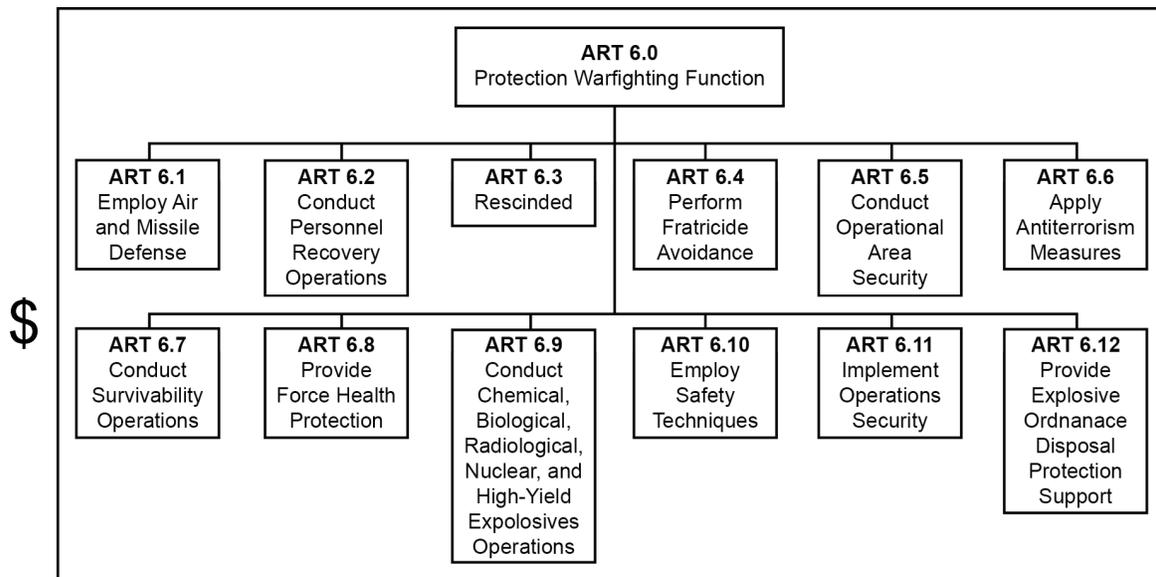
## § ART 5.10.4 CONDUCT ELECTRONIC PROTECTION

5-189. Plan and implement actions such as communications avoidance or communications antijamming measures to protect personnel, facilities, and equipment from friendly and enemy employment of electronic warfare that degrade, neutralize, or destroy friendly combat capability. (FM 3-13) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit course of action was not compromised by enemy offensive information operations (IO).
02	Time	To develop and refine IO annex to operation order.
03	Time	For friendly information and intelligence collection sensor system managers, operators, and emergency response teams or contact teams to respond, identify, and correct system failures attributed to enemy offensive IO.
04	Time	To identify, determine appropriate response, and implement changes in response to a possible threat to information systems.
05	Percent	Of time units in the area of operations (AO) are in restrictive information operations condition.
06	Percent	Of friendly emitters in the AO known to have been exploited by an enemy.
07	Percent	Of information systems hardware, software components, and databases backed up by replacement components or backup files in case of failure or compromise.
08	Number	Of times to reprogram information system software in response to identified threats.
09	Number	Of instances of enemy offensive IO disabling, corrupting, or compromising friendly information systems and intelligence collection sensors.
10	Number	Of instances of electronic fratricide in the AO.

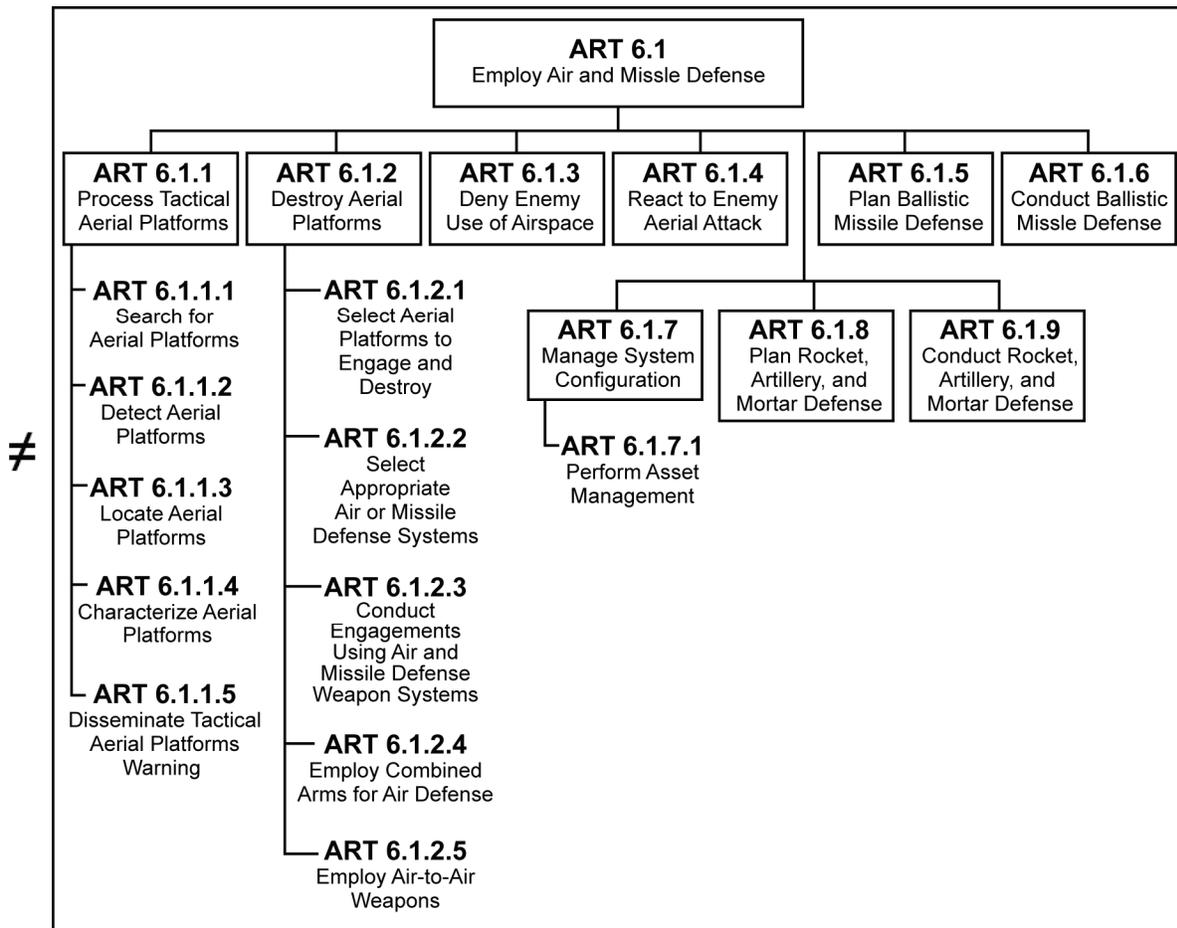
## Chapter 6

# #ART 6.0: The Protection Warfighting Function



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

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



6-50. The air defense system protects the force from missile attack, air attack, and aerial surveillance by any of the following: interceptor missiles, ballistic missiles, cruise missiles, conventional fixed- and rotary-wing aircraft, and unmanned aircraft systems. It prevents enemies from interdicting friendly forces, while freeing commanders to synchronize movement and firepower. All members of the combined arms team perform air defense tasks; however, ground-based air defense artillery units execute most Army air defense operations. ART 6.1 includes fires at aerial platforms by both dedicated air defense systems and nondedicated weapon systems. (FM 3-27) (USASMDC)

**ART 6.1.1 PROCESS TACTICAL AERIAL PLATFORMS**

6-51. Provide advanced warning for all aerial platforms, select targets, and match the appropriate response to tactical aerial platforms including tactical ballistic missile, taking into account operational requirements and capabilities of systems and units. (FM 3-01) (USAADASCH)

No.	Scale	Measure
01	Yes/No	Unit detected, located, and identified all tactical aerial platforms in area of operations (AO).
02	Yes/No	Unit developed and refined early warning plan.
03	Yes/No	Unit employed all available means to detect tactical aerial platforms.
04	Yes/No	Unit received advanced warning of aerial platforms.

<i>No.</i>	<i>Scale</i>	<i>Measure</i>
01	Yes/No	Unit enforced planning system to provide timely reporting; accurately reported validation and determined location; and rapidly disseminated the information to the entire PR architecture for coordinated response.
02	Yes/No	The primary mission continued parallel to the recovery effort.
03	Yes/No	The isolated, missing, detained, or captured person was recovered.

### **ART 6.2.4 PROVIDE PERSONNEL RECOVERY SUPPORT TO CIVIL SEARCH AND RESCUE AUTHORITIES ON A NONINTERFERENCE BASIS**

6-40. Department of the Army (DA) provides support to civil search and rescue (SAR), only when directed. The National Search and Rescue Plan, International Aeronautical and Maritime Search and Rescue manual, various international agreements, and Department of Defense and DA policies all provide the authoritative basis for military participation in civil SAR efforts. Military commanders, regardless of Service, may be requested to support civil SAR operations when they have the capability to do so. (FM 3-50.1) (USACAC)

<i>No.</i>	<i>Scale</i>	<i>Measure</i>
01	Yes/No	Unit identified critical command, control, and communications requirements with appropriate civil authorities and agencies.
02	Yes/No	Unit coordinated procedures to report, locate, support, and recover with appropriate civil authorities and agencies.
03	Yes/No	Unit coordinated equipment requirements with appropriate civil authorities and agencies.

### **ART 6.2.5 SUPPORT HOMELAND SECURITY PERSONNEL RECOVERY OPERATIONS**

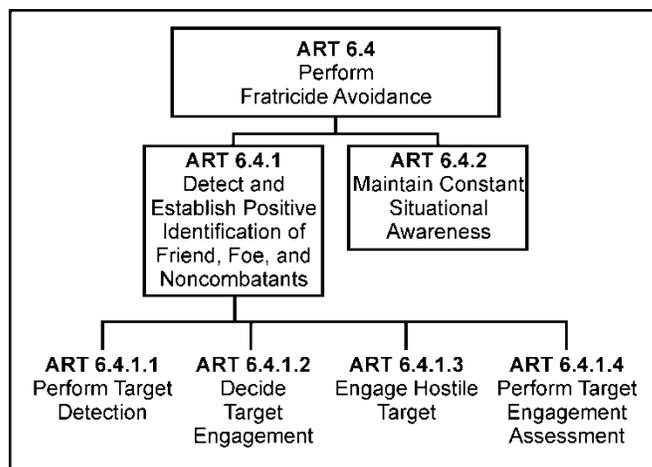
6-41. In cases where the President declares a “major disaster or emergency,” a number of possible mechanisms are activated to support homeland security personnel recovery operations resulting from a major disaster or emergency. The Federal Emergency Management Agency of the Department of Homeland Security becomes the lead response agency in such cases as provided in the National Response Plan. The Department of Defense is signatory to the National Response Framework. The circumstances that exist before and after a disaster declaration may involve civil search and rescue operations carried out under the National Search and Rescue Plan, and may even involve mass rescue operations as discussed below. (FM 3-50.1) (USACAC)

<i>No.</i>	<i>Scale</i>	<i>Measure</i>
01	Yes/No	Unit identified critical command, control, and communications support requirements with appropriate civil authorities and agencies.
02	Yes/No	Unit coordinated procedures to report, locate, support, and recover with appropriate civil authorities and agencies.
03	Yes/No	Unit coordinated equipment requirements with appropriate civil authorities and agencies.

## **\$ SECTION III – ART 6.3: CONDUCT INFORMATION PROTECTION**

6-42. This section rescinded and moved to ART 5.10.

## SECTION IV – ART 6.4: PERFORM FRATRICIDE AVOIDANCE



6-43. Fratricide is the unintentional killing of friendly personnel by friendly firepower. Responsibility for preventing fratricide is the responsibility of the commander, yet all Soldiers must avoid the reluctance to employ, integrate, and synchronize all the combat power at the critical time and place. (FM 3-20.15) (USAARMC)

### ART 6.4.1 DETECT AND ESTABLISH POSITIVE IDENTIFICATION OF FRIEND, FOE, AND NONCOMBATANTS

6-44. Discretely and positively determine, by any means, the identity of tactical units, their equipment, and personnel, or of phenomena, such as communications-electronic patterns. Distinguish these forces from hostile or unknown forces and means, one from the other. (FM 5-19) (CRC)

No.	Scale	Measure
01	Yes/No	Unit was able to correctly identify other forces, equipment, and personnel in the area of operations (AO).
02	Time	To refine the force protection plan.
03	Time	Elapsed before enemy begins to mimic identification or recognition procedures.
04	Time	To confirm the identified or unidentified friendly unit or system.
05	Time	To confirm the identity of an unidentified target.
06	Time	To pass a target identity to the decision maker.
07	Time	To change codes in identification, friend or foe (IFF) systems.
08	Percent	Of force in the AO that has passive identification interrogation capability.
09	Percent	Of IFF systems operating correctly.
10	Percent	Of force in AO using their IFF systems.
11	Percent	Of friendly systems in the AO destroyed by friendly fire.
12	Percent	Of casualties in the AO from friendly fire.
13	Percent	Of positive identification false negatives (friendly identified as enemy) in the AO.
14	Percent	Of positive identification false positives (enemy identified as friendly) in the AO.
15	Percent	Of units accurately reporting their locations.
16	Number	Of penetrations in the AO by unknown targets.
17	Number	Of IFF systems operating correctly in the AO.

**ART 6.4.1.1 PERFORM TARGET DETECTION**

6-45. Characterize detected objects as friend, enemy, or neutral. In combat operations, discriminate between recognizable objects as being friendly, neutral, or enemy, or the name that belongs to the object as a member of a class. Identify a recognized object and the specific designation of that object to determine to the extent that firing or other tactical decisions concerning it could be made. This aspect of combat identification is time sensitive and directly supports a combatant's shoot or don't-shoot decision for detected objects on the battlefield. (FM 3-20.15) (USAARMC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit classified detected object as friend, foe, or neutral.
02	Yes/No	Unit determined threat level of object.
03	Percent	Of objects detected.
04	Percent	Of objects not detected.

**ART 6.4.1.2 DECIDE TARGET ENGAGEMENT**

6-46. Determine the appropriate application of military options and weapons resources on identified objects. Identify the process used to execute a course of action developed to engage a target determined by situational awareness and available weapons or resources. Select a course of action as the one most favorable to accomplish the mission. In an estimate of the situation, a clear and concise statement of the line of action intended to be followed by the commander as the one most favorable to successfully accomplishing the mission. (FM 3-20.15) (USAARMC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit determined target displays hostile intent.
02	Yes/No	Unit determined if target can be engaged within rules of engagement.
03	Yes/No	Unit determined if available resources can destroy the target.
04	Yes/No	Unit determined the most favorable course of action.

**ART 6.4.1.3 ENGAGE HOSTILE TARGET**

6-47. Use military options or resources to engage a target with appropriate lethal or nonlethal weapons. Dominate targets and protect friendly and neutral personnel. (FM 3-20.15) (USAARMC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit used appropriate weapon to engage target.
02	Yes/No	Unit protected friendly and neutral personnel.
03	Time	To engage targets.
04	Percent	Of targets suppressed.
05	Percent	Of targets destroyed.
06	Percent	Of targets not engaged.
07	Percent	Of risk to friendly forces to engage targets.
08	Percent	Of risk to neutral personnel to engage targets.

**ART 6.4.1.4 PERFORM TARGET ENGAGEMENT ASSESSMENT**

6-48. Assess the applied resources applied and whether the action generated the desired effects in support of the commander's fires objectives. (FM 3-20.15) (USAARMC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit used effective process to assess existing or new threats.
02	Yes/No	Unit achieved desired engagement results.
03	Yes/No	Unit used information to detect additional threats.
04	Yes/No	Unit used appropriate level of force to engage target.

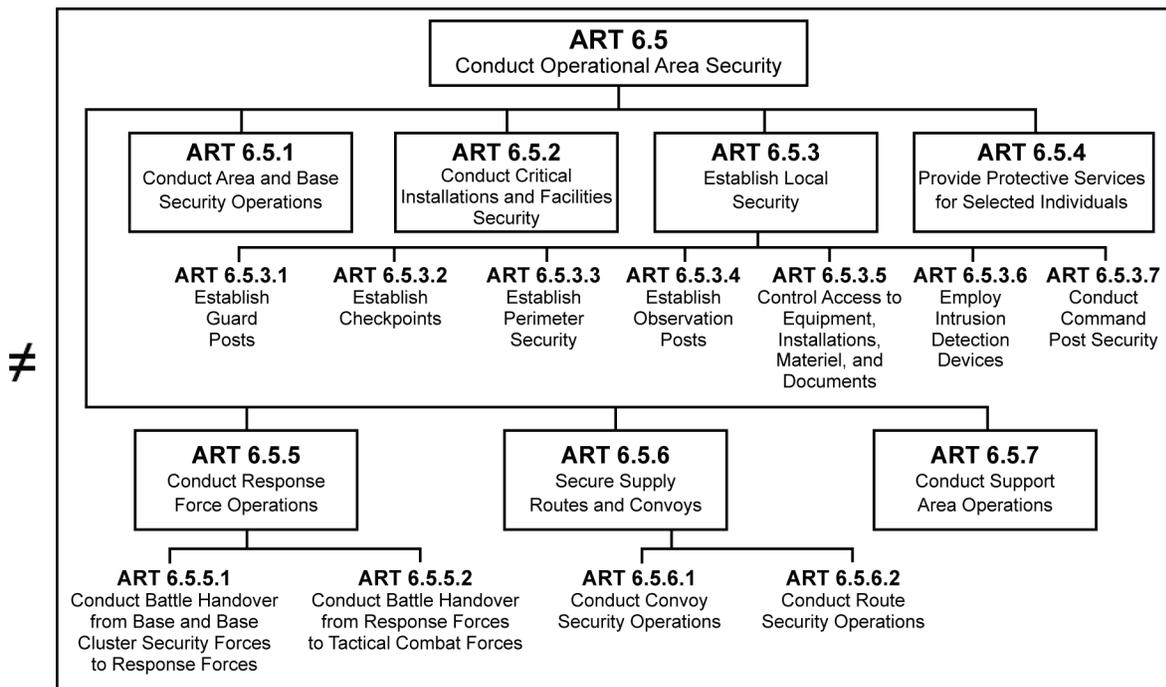
No.	Scale	Measure
05	Time	To complete engagement assessment.
06	Time	To send assessment to higher headquarters.

## ART 6.4.2 MAINTAIN CONSTANT SITUATIONAL AWARENESS

6-49. *Situational awareness* is immediate knowledge of the conditions of the operation, constrained geographically and in time. It is the ability to maintain a constant, clear mental picture of the tactical situation. This picture includes an understanding of both the friendly and enemy situations and of relevant terrain. It also includes relating events in time to form logical conclusions and make decisions that anticipate events. (USACAC)

No.	Scale	Measure
01	Percent	Of friendly forces following established procedures to identify themselves.
02	Percent	Of friendly forces detecting friendly objects or entities.

## SECTION V – ART 6.5: CONDUCT OPERATIONAL AREA SECURITY



6-50. Operational area security is a form of security operations conducted to protect friendly forces, installations, routes, and actions within an area of operations. Although vital to the success of military operations, operational area security is an economy of force mission designed to ensure the continued conduct of sustainment operations and to support decisive and shaping operations. (FM 3-90) (USACAC)

No.	Scale	Measure
01	Yes/No	The operations of the area security force provided the protected force or installation with sufficient reaction time and maneuver space.
02	Yes/No	Area security forces were in place not later than time specified in operation order.
03	Yes/No	Area security force prevented enemy ground observation of protected force or installation.

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<b>No.</b>	<b>Scale</b>	<b>Measure</b>
04	Yes/No	Collateral damage due to the conduct of area security operations was within acceptable limits.
05	Yes/No	Area security force provided early and accurate warning of enemy approach.
06	Yes/No	Area security force oriented its operations on the protected forces and facilities.
07	Yes/No	Area security force performed continuous reconnaissance.
08	Yes/No	Area security force maintained contact with enemy forces.
09	Yes/No	Area security force protected government-sponsored civilian stabilization and reconstruction personnel.
10	Yes/No	Area security force protected contractor and nongovernmental organization stabilization personnel and resources.
11	Yes/No	Commander developed criteria for ending the area security operation.
12	Yes/No	Area commander established useful intelligence links with local authorities.
13	Time	To conduct reconnaissance of the area.
14	Time	To plan area security operation.
15	Time	To prepare for the area security operation including the conduct of troop movement.
16	Time	To execute the area security operation.
17	Time	To report enemy activities to appropriate headquarters.
18	Time	Before the secured force, installation, or route encounters enemy forces.
19	Time	To integrate host-nation or third-nation security forces and means into friendly area security operations.
20	Time	Between observation and surveillance of named areas of interest in the secured area.
21	Time	For a reaction force or tactical combat force to respond and reach an installation or facility under attack.
22	Time	Of increased required to transit an area due to enemy attacks on transportation facilities and road networks.
23	Percent	Of security force casualties during the area security operation.
24	Percent	Of casualties (secured force or installation and people using secured routes) during the area security operation.
25	Percent	Of unit combat power needed to provide desired degree of security.
26	Percent	Of decreased support capability of sustainment units due to enemy attacks.
27	Percent	Of decreased support capability of sustainment units due to the requirement to provide security forces from internal assets.
28	Percent	Of decreased transport capability of a line of communications or main supply route due to enemy attacks.
29	Percent	Of increased availability of area security forces through use of host-nation or third-nation security forces.
30	Percent	Of enemy reconnaissance and other forces destroyed or repelled by the area security force.
31	Percent	Of friendly operations judged as not compromised prior to or during execution.
32	Percent	Of operations not compromised (based on enemy prisoner of war interrogations or captured documents).
31	Percent	Of critical facilities in the area of operations hardened or protected by area security forces.
32	Percent	Of security measures completed for a given facility in the secured area.
33	Percent	Of the secured area that can be observed by visual observation or covered by sensors at any given time.
34	Percent	Of lines of communications and main supply routes in the area secured.
35	Percent	Of available military police effort in area used to provide area security, such as command post guards and reaction forces.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
36	Percent	Of information system networks that have multiple paths over which to transmit data.
37	Percent	Of attempted enemy attacks—including terrorist attacks—that penetrate area security.
38	Number	And types of maneuver forces used to provide area security.
39	Number	And types of enemy forces operating in the area being secured.
40	Number	Of incidents where enemy forces affect the security of friendly units and facilities, such as terrorist attacks, sniping, and isolated mortar or rocket attacks.
41	Number	Of incidents where enemy forces compromise friendly courses of actions, level II and level III attacks, or terrorist attacks that penetrate into target area.
42	Number	Of casualties incurred by the security force during the conduct of the area security operation.
43	Number	Of casualties incurred by the secured force or installation during the conduct of the area security operation.
44	Number	Of mobility corridors or avenues of approach that the area security force can observe.
45	Number	Of observation or guard posts that the area security force can establish.
46	Number	Of enemy reconnaissance and other forces destroyed during security operation.
47	Square Kilometers	Size of area being secured.

## ART 6.5.1 CONDUCT AREA AND BASE SECURITY OPERATIONS

6-51. Area and base security operations are a specialized area security operation. It protects friendly forces, installations, and actions in the support area. It includes measures taken by military units, activities, and installations to protect themselves from acts designed to impair their effectiveness. (FM 3-90) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Operations of the security forces provided the protected force or installation with sufficient reaction time and maneuver space.
02	Yes/No	Sustainment area and base security forces were in place not later than time specified in operation order.
03	Yes/No	Sustainment area and base security forces prevented enemy ground observation of protected force or installation.
04	Yes/No	Collateral damage was due to the conduct of sustainment area; base security operations were within acceptable limits.
05	Yes/No	Security force provided early and accurate warning of enemy approach toward base perimeter.
06	Yes/No	The security force oriented its operations on the protected facilities.
07	Yes/No	The security force performed continuous reconnaissance.
08	Yes/No	The security force maintained contact with enemy forces.
09	Yes/No	The area commander established useful intelligence links with local authorities.
10	Yes/No	Commander prioritized sustainment area and base security efforts to protect most critical resources.
11	Time	To conduct reconnaissance of the sustainment area.
12	Time	To plan sustainment area and base security operations.
13	Time	To prepare for the sustainment area and base security operations including the conduct of troop movement.
14	Time	To execute the sustainment area and base security operations.
15	Time	To report enemy activities to appropriate headquarters.
16	Time	Of warning before the secured force, installation, or route encounters enemy forces.

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<b>No.</b>	<b>Scale</b>	<b>Measure</b>
17	Time	To integrate host-nation or third-nation security forces and means into friendly sustainment area and base security operations.
18	Time	Between observation and surveillance of named areas of interest in secured area.
19	Time	For a reaction force or tactical combat force to respond and reach an installation or facility under attack.
20	Percent	Of security forces casualties during the sustainment area and base security operations.
21	Percent	Of casualties (secured force or installation and people using secured routes) during the sustainment area and base security operations.
22	Percent	Of unit combat power to provide desired degree of sustainment area and base security.
23	Percent	Of decreased support capability of sustainment units due to the requirement to provide security forces from internal assets.
24	Percent	Of decreased support capability of sustainment units due to enemy attacks.
25	Percent	Of decreased transport capability of a line of communications or main supply route due to enemy attacks.
26	Percent	Of increased availability of sustainment area and base security forces through use of host-nation or third-nation security forces.
27	Percent	Of enemy reconnaissance and other forces destroyed or repelled by the base security forces.
28	Percent	Of friendly sustaining operations judged as not compromised before or during execution.
29	Percent	Of critical facilities in the area of operations hardened and protected by security forces.
30	Percent	Of security measures—such as perimeter fences, cleared fields of fire, and anti-intrusion detection devices—completed for a given facility in the sustainment area.
31	Percent	Of the sustainment area that can be observed by visual observation or covered by sensors at any given time.
32	Percent	Of lines of communications and main supply routes secured in the sustainment area.
33	Percent	Of available military police effort in area used to provide sustainment area security, such as reaction forces.
34	Percent	Of attempted enemy attacks—including terrorist attacks—that penetrate a base's perimeter security.
35	Number	And types of maneuver forces used to provide sustainment area and base security.
36	Number	And types of enemy forces operating in the echelon sustainment area.
37	Number	Of incidents where enemy forces affect the security of friendly bases, such as terrorist attacks, snipping, and isolated mortar or rocket attacks.
38	Number	Of incidents where enemy forces compromise friendly courses of action, level II and level III attacks, or terrorist attacks that penetrate into their target area.
39	Number	Of security force casualties during the sustainment area and base security operations.
40	Number	Of secured force or installation casualties during the sustainment area and base security operations.
41	Number	Of mobility corridors or avenues of approach that can be observed by the area security force.
42	Number	Of observation posts, guard posts, or checkpoints that can be established by the sustainment area security force.
43	Number	Of enemy reconnaissance and other forces destroyed during the conduct of sustainment area security operations.
44	Square Kilometers	Size of the echelon sustainment area.

## ART 6.5.2 CONDUCT CRITICAL INSTALLATIONS AND FACILITIES SECURITY

6-52. Use protective measures to prevent or reduce the effects of enemy hostile acts (such as sabotage, insurgent actions, and terrorist attack) against unit critical facilities and systems designated as Site Security Level-A or Protection Level I. Protective measures include conducting local security operations, protecting individuals and systems, preparing fighting positions, preparing protective positions, employing protective equipment, reacting to enemy direct fire, reacting to enemy indirect fire, reacting to enemy aerial attack, reacting to a terrorist incident. (USASMDC)

No.	Scale	Measure
01	Yes/No	Security force protected installation or facility from damage.
02	Yes/No	Unit established executable antiterrorism program
03	Yes/No	Unit established procedures to change force protection conditions.
04	Yes/No	Unit had procedures to respond to enemy use of chemical, biological, radiological, nuclear, and high-yield explosives weapons.
05	Yes/No	Antiterrorism and physical security plan was coordinated, approved, and executable.
06	Time	To refine base and base cluster defense plan.
07	Time	For a higher headquarters to assess base and base cluster defense plans.
08	Time	To coordinate additional assets for unit lines of communications.
09	Time	For reaction forces and response forces to respond to enemy threats to critical installations or facilities.
10	Time	To review counterintelligence plans for major tactical units in the area of operations.
11	Percent	Of unit to secure critical installations and provide facility security.
12	Percent	Of successful level I, level II, and terrorist attacks in echelon sustainment area.
13	Percent	Of decreased friendly installations and facilities capabilities due to successful attacks.
14	Percent	Of critical installations, facilities, and communications hardened against attack.
15	Percent	Of alternate path communications supporting operations in the area of operations.
16	Percent	Of friendly installations and unit having current counterterrorism or antiterrorism training programs in effect.
17	Percent	Of threat assessments passed within established criteria.
18	Percent	Of tactical units in the area of operations that have counterintelligence plans.
19	Number	Of level I, level II, and terrorist attacks attempted against critical installations and facilities in the unit sustainment area.
20	Number	Of friendly force actions that disrupt enemy intelligence collection efforts.
21	Number	Of enemy acts against friendly forces near the unit.
22	Number	Of instances of operations degraded, disrupted, delayed, or modified due to successful enemy penetration of critical installations and facilities.

## ART 6.5.3 ESTABLISH LOCAL SECURITY

6-53. Take measures to protect friendly forces from attack, surprise, observation, detection, interference, espionage, terrorism, and sabotage. ART 6.5.3 enhances the freedom of action of tactical units in an area of operations by identifying and reducing friendly vulnerability to hostile acts, influence, or surprise. (FM 3-90) (USACAC)

No.	Scale	Measure
01	Yes/No	Effective local security existed in a 360-degree arc around the unit.
02	Yes/No	Commander adjusted unit levels of alert based on the factors of mission, enemy, terrain and weather, troops and support available, time available and civil considerations.
03	Time	To plan local security operations.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
04	Time	To prepare for the conduct of local security operations.
05	Time	That local security will be maintained.
06	Time	To establish observation and guard posts.
07	Time	To conduct patrols of the local area.
08	Time	To emplace camouflage.
09	Time	Between observation and surveillance of dead space within direct fire range of the unit's perimeter.
10	Time	For all unit personnel to occupy fighting and survivability positions on receipt of warning of enemy attack or operation order.
11	Time	To site and emplace protective obstacles, such as concertina wire and command detonated antipersonnel mines.
12	Time	To adjust local security measures in reaction to changes in environmental conditions, such as fog, rain, and nightfall.
13	Time	For unit reaction force to respond to enemy penetration of unit perimeter.
14	Time	To establish ambushes to provide local protection under limited visibility conditions.
15	Percent	Of unit observing stand-to time and procedures as outlined in unit standing operating procedures.
16	Percent	Of unit observing movement control restrictions.
17	Percent	Of unit observing unit noise and light discipline protocols.
18	Percent	Of available ground sensors, night vision devices, and daylight sights in operating condition.
19	Percent	Of local area around the unit under continuous observation or surveillance.
20	Percent	Of unit to provide local security.
21	Percent	Of decreased sustainment unit functional capabilities due to the requirement for those units to provide their own local security.
22	Number	And types of ground sensors, night vision devices, and daylight sights in operating condition.
23	Number	Of observation and guard posts established.
24	Number	Of patrols operating at any given time.
25	Number	Of ambushes operating at any given time.
26	Number	Of instances of enemy surveillance and reconnaissance attempts disrupted by friendly local security activities.
27	Number	Of level I and terrorist attacks directed against the unit.

**ART 6.5.3.1 ESTABLISH GUARD POSTS**

6-54. Delineate the organization and functions of interior and exterior guards to include orders, countersigns, parole words, and responsibility of the main guard; the duties of personnel; and methods of mounting the guard. (FM 3-90) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Personnel manning guard posts took appropriate action per rules of engagement and special orders to prevent unauthorized entry or exit from protected facility.
02	Yes/No	Guard posts hardened against terrorist or level I attack.
03	Yes/No	Personnel manning guard posts allowed only authorized persons and vehicles access to the protected site.
04	Yes/No	Guard posts allowed adequate observation of mobility corridors and access routes leading into and out of the protected site.
05	Yes/No	Guard posts communicated with guardhouse, base defense operations center, and unit command post.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
06	Yes/No	Method of mounting guard was per doctrine, regulations, and unit standing operating procedures.
07	Time	To assess the site—identify threat and vulnerabilities, review existing security arrangements, coordinate with facility commander, and conduct reconnaissance of the area.
08	Time	To develop guard post orders.
09	Time	To establish communication with guard house, base defense operations center, and unit command post.
10	Time	To establish barrier control measure using available materials.
11	Time	To implement access controls, such as access rosters, badge systems, and duress codes.
12	Time	To establish challenge and password system.
13	Time	To emplace perimeter control measures to include concertina wire, mines, trenches, barricades, fences, and nonlethal capabilities.
14	Time	To obtain additional resources to improve existing perimeter control measures.
15	Time	To pass personnel and vehicles through the guard post.
16	Percent	Of perimeter penetrations detected and reported.
17	Percent	Of mission-capable perimeter control measures.
18	Percent	Of unit personnel to man existing guard posts.
19	Percent	Of protected site perimeter covered by observation from existing guard posts.
20	Number	Of guard posts established.
21	Number	Of personnel to man existing guard posts.
22	Number	Of surface and subsurface (tunnels) perimeter penetrations taking place or attempted.

### ART 6.5.3.2 ESTABLISH CHECKPOINTS

6-55. Establish checkpoints to monitor and control movement, inspect cargo, enforce rules and regulations, and provide information. (FM 3-19.4) (USAMPS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Personnel manning checkpoints took appropriate actions per rules of engagement and special orders to control movement, inspect cargo, and enforce rules and regulations.
02	Yes/No	Checkpoint hardened against terrorist or level I attack.
03	Yes/No	Personnel manning checkpoint allowed only authorized persons and vehicles to pass through the checkpoint.
04	Yes/No	Checkpoints placed at unanticipated locations and located so the checkpoint cannot be seen more than a short distance away to prevent it being avoided.
05	Yes/No	Checkpoints communicated with response forces, base defense operations center, and unit command post.
06	Yes/No	Method of operating checkpoint was per doctrine, regulations, status-of-forces agreements, and unit standing operating procedures.
07	Yes/No	Male and female search teams were available.
08	Yes/No	Units dismantled roadblocks and established checkpoints.
09	Time	To assess the checkpoint site—identify threat and vulnerabilities, review existing security arrangements, coordinate with facility commander, and conduct reconnaissance of the area.
10	Time	To develop special instructions for checkpoints.
11	Time	To establish communications with response forces, base defense operations center, and unit command post.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
12	Time	To emplace checkpoint control measures to include concertina wire, mines, trenches, barricades, fences, and nonlethal capabilities.
13	Time	To establish barriers around checkpoint using available materials.
14	Time	To obtain additional resources to improve existing perimeter control measures.
15	Time	To pass personnel and vehicles through the checkpoint.
16	Percent	Of contraband detected and reported.
17	Percent	Of mission-capable checkpoint control measures.
18	Percent	Of unit personnel to man existing checkpoint.
19	Percent	Of personnel and vehicles that initiate fires against the checkpoint killed, destroyed, or captured.
20	Percent	Of personnel aware of rules of engagement and limitations regarding search, arrest, and use of force.
21	Number	Of checkpoints established.
22	Number	Of personnel to man existing checkpoints.
23	Number	Of personnel or vehicles attempting to flee or breach the checkpoint.
24	Number	And types of contraband seized at checkpoints.

**ART 6.5.3.3 ESTABLISH PERIMETER SECURITY**

6-56. Employ defensive measures to protect a unit, facility, or location from attack, unauthorized access, theft, or sabotage. Measures may include physical barriers, clear zones, lighting, guards or sentries, reaction forces, intrusion detection devices, and defensive positions. (FM 3-90) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Effective perimeter security existed in a 360-degree arc around the unit.
02	Yes/No	Commander adjusted unit levels of alert based on the factors of mission, enemy, terrain and weather, troops and support available, time available and civil considerations.
03	Yes/No	The perimeter took advantage of the natural defensive characteristics of the terrain.
04	Yes/No	The unit controlled the area surrounding the perimeter to a range beyond that of enemy mortars and rockets.
05	Yes/No	Unit used smoke and deception during the conduct of perimeter security.
06	Yes/No	Lethal and nonlethal systems and munitions were available and sufficient to support the perimeter security plan.
07	Time	To plan for perimeter security.
08	Time	To prepare for the conduct of perimeter security.
09	Time	That perimeter security will be maintained.
10	Time	To establish observation and guard posts.
11	Time	To conduct patrols of the local area.
12	Time	To emplace camouflage.
13	Time	Between observation and surveillance of dead space within direct fire range of the unit's perimeter.
14	Time	For all unit personnel to occupy fighting and survivability positions on receipt of warning of enemy attack or operation order.
15	Time	For unit reaction force to respond to enemy penetration of unit perimeter.
16	Time	To site and emplace protective obstacles, such as concertina wire and command detonated antipersonnel mines.
17	Time	To adjust local security measures in reaction to changes in environmental conditions, such as fog, rain, and nightfall.
18	Time	To establish ambushes to provide local protection under limited visibility conditions.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
19	Time	To emplace security measures that are not protective obstacles, such as sally ports, guard towers, intrusion detector sensors, and exterior lights.
20	Percent	Of unit observing stand-to time and procedures as outlined in unit standing operating procedures.
21	Percent	Of unit observing movement control restrictions.
22	Percent	Of unit observing unit noise and light discipline protocols.
23	Percent	Of available ground sensors, night vision devices, and daylight sights in operating condition.
24	Percent	Of area around the unit perimeter under continuous observation or surveillance.
25	Percent	Of unit to provide perimeter security.
26	Percent	Of decreased sustainment unit functional capabilities due to the requirement for those units to provide their own perimeter security.
27	Number	And types of ground sensors, night vision devices, and daylight sights in operating condition.
28	Number	Of observation and guard posts established.
29	Number	Of patrols operating at any given time.
30	Number	Of ambushes operating at any given time.
31	Number	Of instances enemy surveillance and reconnaissance attempts disrupted by friendly security activities.
32	Number	Of level I and terrorist attacks directed against the unit perimeter.
33	Number	Of level II attacks directed against the unit perimeter.

#### ART 6.5.3.4 ESTABLISH OBSERVATION POSTS

6-57. Establish and maintain observation posts to prevent surprise to a protected force or to ensure observation of a designated area. (FM 3-90) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Observation post position allowed personnel to observe assigned area, such as likely enemy avenues of approach and named areas of interest.
02	Yes/No	Observation post personnel provided early warning in event of enemy activity.
03	Yes/No	Personnel manning observation post engaged and destroyed enemy reconnaissance elements within organic and available supporting capabilities.
04	Yes/No	Observation post was operational not later than the time the operation order specifies.
05	Yes/No	Observation posts communicated with higher headquarters.
06	Yes/No	Minimum of two personnel in observation post. Observation duties rotated on a given schedule.
07	Time	To plan and prepare to establish the observation post.
08	Time	To move from current position to proposed site of the observation point.
09	Time	To assess the proposed site for the observation post and move it to a more suitable location as necessary.
10	Time	To establish communications with higher headquarters.
11	Time	To establish local security including the selection of fighting and hide positions for combat vehicles; preparation of range cards; emplacing chemical agent alarms; and installing camouflage, concertina wire, and protective mines.
12	Time	To orient personnel manning observation posts to terrain and mission control graphics, such as target reference points and trigger points.
13	Percent	Of enemy or civilian activity detected and reported.
14	Percent	Of serviceable, on-hand equipment (such as map with control graphics, compass, communications equipment, and observation devices) to conduct observation mission.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
15	Percent	Of unit personnel to man existing observation posts.
16	Percent	Of named area of operations covered by observation from existing observation posts.
17	Number	Of observation posts established.
18	Number	Of personnel to man existing observation posts.
19	Number	Of observation posts detected by enemy reconnaissance assets.

### **ART 6.5.3.5 CONTROL ACCESS TO EQUIPMENT, INSTALLATIONS, MATERIEL, AND DOCUMENTS**

6-58. Establish a system of complementary, overlapping security measures to control access to critical resources and information. Measures may include physical barriers, clear zones, lighting, access and key control, the use of security badges, intrusion detection devices, defensive positions, and nonlethal capabilities. (ATTP 3-39.32) (USAMPS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit, base, or installation physical security program protected personnel, information, and critical resources from unauthorized access.
02	Time	To review and refine unit physical security standing operating procedures per factors of mission, enemy, terrain and weather, troops and support available, time available and civil considerations.
03	Time	To refine physical security regulations for installations and major combat formation in an area of operations.
04	Time	To complete a threat analysis.
05	Time	To design, procure, emplace, and activate protective measures, such as physical barriers, clear zones, exterior lighting, access and key control, intrusion detection devices, and defensive positions.
06	Percent	Of units, bases, or installations in the area of operations that have active integrated physical security programs.
07	Percent	Of guidance in unit and base physical security programs actually followed.
08	Percent	Of planned physical barriers, clear zones, exterior lighting, access and key control, intrusion detection devices, and defensive positions operational.
09	Number	Of successful attempts to gain unauthorized access to friendly forces, installations, information, equipment, and supplies.

### **ART 6.5.3.6 EMPLOY INTRUSION DETECTION DEVICES**

6-59. Conduct site surveys. Install and operate intrusion detection systems to protect Army installations, personnel, operations, and critical resources in both tactical and nontactical situations. (ATTP 3-39.32) (USAMPS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit, base, or installation intrusion detection devices protected sites from unauthorized access.
02	Yes/No	Intrusion detection device was an integrated system that encompassed interior and exterior sensors; close-circuit television systems for assessing alarm conditions; electronic entry-control systems; data-transmission media; and alarm reporting systems for monitoring, controlling, and displaying various alarm and system information.
03	Yes/No	The intrusion detection device deployed in and around barriers served as a boundary demarcation and means to keep animals and people from causing nuisance alarms by inadvertently straying into controlled area.

No.	Scale	Measure
04	Yes/No	Voice communications linked (radio, intercom, and telephone) with the response force were located in the security center.
05	Time	To complete a threat analysis.
06	Time	To design, obtain, emplace, and activate intrusion detection device.
07	Time	For response force to respond to report of activity by the intrusion detection device.
08	Percent	Of alerts by intrusion detection device that are incorrect.
09	Number	Of intrusions into protected site that the intrusion detection device does not detect.

### ART 6.5.3.7 CONDUCT COMMAND POST SECURITY

6-60. Prevent command and control (C2) disruption due to enemy forces penetrating the perimeter around a command post or the rapid forced displacement of the command post due to the presence of enemy forces. Security of command posts at all levels is essential to the continuity and successful exercise of C2. Security is achieved by using security forces, air defense, camouflage, traffic control, electronic countermeasures, and frequent displacements. (FM 3-19.4) (USAMPS)

No.	Scale	Measure
01	Yes/No	Command post secured without degradation of command post operations.
02	Yes/No	Traffic control points were near the intersection of main supply routes and access roads to the command post. They ensured traffic flowed freely, congestion was avoided, and traffic entering access roads was screened.
03	Yes/No	Unit provided personal security for the commander.
04	Yes/No	Unit established dismount point near the command post entrance.
05	Yes/No	Unit enforced noise, light, and litter discipline.
06	Yes/No	Traffic control points controlled entrance to command post by access rosters.
07	Yes/No	Security force communicated with headquarters commandant.
08	Time	To conduct reconnaissance of routes to the command post and areas around the command post.
09	Time	To conduct troop leading procedures.
10	Time	To establish a screen line around the command post.
11	Time	To conduct patrols around the command post.
12	Time	To establish defensive positions, deploy camouflage and concealment systems, deploy lethal and nonlethal measures, and protective obstacles around the command post.
13	Time	To establish a challenge and password or duress system.
14	Time	To establish communications with headquarters commandant.
15	Time	Between movements, command post displacements, or jumps.
16	Percent	Of available forces to provide command post security.
17	Percent	Of personnel who become casualties due to a level I, level II, or terrorist attack on the command post.
18	Number	Of level I, level II, and terrorist attacks against the command post.
19	Number	Of friendly force actions that disrupt enemy intelligence collection efforts.

### ART 6.5.4 PROVIDE PROTECTIVE SERVICES FOR SELECTED INDIVIDUALS

6-61. Protect designated high-risk individuals from assassination, kidnapping, injury, or embarrassment. ART 6.5.4 includes planning, preparing, executing, and assessing close-in protection; coordinating external security with supporting law enforcement and security agencies; and providing technical advice on protective service operations to commanders, to include conducting vulnerability assessments. (FM 3-19.12) (USAMPS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit protected principal, including key political and societal leaders, accomplished mission while receiving protective services.
02	Yes/No	Unit protected principal was not injured, killed, or captured during time in the unit or installation area of operations (AO).
03	Yes/No	Forces providing protective services received useable antiterrorism intelligence information from host-nation agencies.
04	Yes/No	Unit or installation operations security concerning measures taken to protect the principal were not deliberately or accidentally disclosed to terrorist organizations.
05	Yes/No	Local population supported principal's presence in the AO.
06	Yes/No	Effective response or reaction forces existed in the event of an attempted or successful attack on the principal.
07	Time	To refine security plans to reflect changes in protected individual's itinerary.
08	Time	For internal or external reaction and response forces to respond to an attack on the protected individual.
09	Time	To identify facilities scheduled for visit by the protected individual, inspect to determine if safeguards are adequate, and prioritize protection.
10	Time	To identify activities by the protected individual that increases vulnerability to terrorist acts.
11	Time	To collect critical personal data (medical history, likes, and dislikes) on protected individual.
12	Time	To conduct a threat assessment to include the threat level in the AO and the protected individual's history to determine previous threats targeted at the individual and conduct site visits.
13	Time	To determine and obtain any special equipment—such as military working dogs and devices—for detecting the presence of unauthorized listening devices.
14	Percent	Of friendly force and noncombatant casualties due to terrorist actions directed against the principal.
15	Percent	Of reduced unit mission capabilities or installation support capabilities due to security measures designed to protect the principal.
16	Number	And types of groups and enemy forces operating in unit AO or in the vicinity of friendly installations likely to attack the protected individual.
17	Number	And types of individuals and units needed to provide protective services in the AO.
18	Number	And types of counterterrorism and antiterrorism activities conducted to protect the principal in the AO.
19	Number	Of terrorist attacks attempted against the protected individual in the unit AO.
20	Number	Of friendly force and noncombatant casualties due to terrorist actions directed against the protected principal.
21	Cost	To provide protective services in the AO.

## **ART 6.5.5 CONDUCT RESPONSE FORCE OPERATIONS**

6-62. Response force operations include the planning for defeat of levels I and II threats and the shaping of level III threats until the designated tactical combat force arrives for decisive operations. Response force operations use a mobile force with appropriate fire support to deal with level II threats in the area of operations. (FM 3-39) (USAMPS)

### **ART 6.5.5.1 CONDUCT BATTLE HANDOVER FROM BASE AND BASE CLUSTER SECURITY FORCES TO RESPONSE FORCES**

6-63. Transfer responsibility for fighting an enemy from the base or base cluster commander to the commander of the response force. (FM 3-90) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Battle handover occurred before the enemy penetrated base perimeter or base cluster security area.
02	Yes/No	Main bodies of units conducting battle handover were not surprised by the enemy.
03	Time	To prepare and exchange plans.
04	Time	To provide supporting fires.
05	Time	To establish conditions allowing battle handover.
06	Time	Difference between when contact at contact point was planned and when actually made.
07	Percent	Of time that participating forces are in contact with each other.
08	Percent	Of previous plans still applicable at time of battle handover.
09	Percent	Of casualties incurred by either force due to fratricide.
10	Number	Of fratricide incidents.
11	Number	Of casualties due to fratricide.
12	Kilometers	Distance between planned and actual unit contact points where linkup occurs.

### **ART 6.5.5.2 CONDUCT BATTLE HANDOVER FROM RESPONSE FORCES TO TACTICAL COMBAT FORCES**

6-64. Transfer responsibility for fighting an enemy from the commander of the response force to the commander of a tactical combat force. A tactical combat force is a combat unit, with appropriate sustainment assets, that is assigned the mission of defeating level III threats. (FM 3-90) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Battle handover occurred before the enemy penetrated base perimeter or base cluster security area.
02	Yes/No	Main bodies of units conducting battle handover were not surprised by the enemy.
03	Yes/No	Lethal and nonlethal systems and munitions were available and sufficient to support operational requirements.
04	Time	To prepare and exchange plans.
05	Time	To provide supporting fires.
06	Time	To establish conditions allowing battle handover.
07	Time	Difference between when contact at contact point was planned and when actually made.
08	Percent	Of time that participating forces are in contact with each other.
09	Percent	Of previous plans still applicable at time of battle handover.
10	Percent	Of casualties incurred by either force due to fratricide.
11	Number	Of fratricide incidents.
12	Number	Of casualties due to fratricide.
13	Kilometers	Distance between planned and actual unit contact points where linkup occurs.

### **ART 6.5.6 SECURE SUPPLY ROUTES AND CONVOYS**

6-65. Security and protection of supply routes and convoys in the area of operations is critical to military operations since most traffic supporting military operations moves along these routes. Plans to provide main supply route security may include designating units for convoy security, providing guidance for units to provide their own security during convoys, or establishing protection and security requirements for convoys carrying critical assets. (FM 4-01.45) (CASCOM)

#### **ART 6.5.6.1 CONDUCT CONVOY SECURITY OPERATIONS**

6-66. Convoy security operations protect convoys. Units conduct convoy security operations any time there are not enough friendly forces to continuously secure lines of communications in an area of

operations, and there is a danger of enemy ground action against the convoy. Convoy security operations are defensive in nature and orient on the protected force. (FM 3-90) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Operations of the convoy security forces provided the protected convoy with sufficient reaction time and maneuver space to avoid contact with significant enemy forces.
02	Yes/No	Convoy crossed start point and release point at the times indicated in the operation order.
03	Yes/No	Fratricide did not occur.
04	Yes/No	The convoy escort oriented its operations on the movement of the protected convoy.
05	Yes/No	Collateral damage due to the convoy escort operations was within acceptable limits.
06	Yes/No	Convoy screening elements provided early and accurate warning of enemy forces located along the route used by the convoy or moving toward the convoy's route.
07	Time	To conduct coordination with escorted unit and conduct troop leading procedures.
08	Time	To obtain route information.
09	Time	To designate reconnaissance, screen, escort, and reaction force elements, and move these elements into position.
10	Time	To conduct convoy security operation.
11	Time	For reaction force elements to respond.
12	Percent	Of convoy element casualties.
13	Percent	Of convoy escort casualties.
14	Percent	Of convoys provided convoy escorts.
15	Percent	Of available combat power in area used to provide convoy escorts including reaction forces.
16	Percent	Of decreased support capability of sustainment units due to the requirement to provide convoy escort forces from internal assets.
17	Percent	Of increased supply amounts transported along a line of communications or main supply route due to the presence of convoy escorts.
18	Number	And types of forces used to provide convoy escorts.
19	Number	And types of enemy forces operating in the echelon sustainment area.
20	Number	Of convoy escort casualties during the operation.
21	Number	Of obstacles encountered, bypassed, and breached during the conduct of convoy security operations.
22	Number	And types of enemy forces destroyed during the conduct of convoy security operations.
23	Kilometers	Length of the route traveled by the escorted convoy.

#### **ART 6.5.6.2 CONDUCT ROUTE SECURITY OPERATIONS**

6-67. Route (including highway, pipeline, rail, and water) security operations protect lines of communications and friendly forces moving along them. Units conduct route security missions to prevent enemy ground forces from moving into direct fire range of the protected route. Route security operations are defensive in nature and terrain-oriented. (FM 3-90) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Route security elements provided early and accurate warning of enemy forces located along the route or moving toward the secured route.
02	Yes/No	Route security was established not later than the time indicated in the operation order.
03	Yes/No	Fratricide did not occur.
04	Yes/No	The route security force oriented its operations on the secured route.
05	Yes/No	Collateral damage due to providing route security was within acceptable limits.
06	Time	To plan route security operations.
07	Time	To prepare to conduct route security operations.

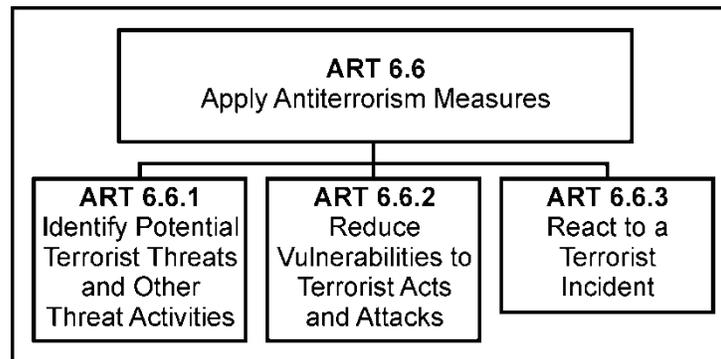
<b>No.</b>	<b>Scale</b>	<b>Measure</b>
08	Time	To designate reconnaissance, screen, escort, and reaction force elements, and move these elements into position.
09	Time	That security force route provides route security.
10	Time	For reaction force elements to respond to incidents along the route.
11	Time	That the protected route was unavailable for use by friendly forces because of enemy activities.
12	Percent	Of enemy attacks that succeed in closing the protected route.
13	Percent	Of casualties incurred by elements using the protected route.
14	Percent	Of security force casualties.
15	Percent	Of lines of communications or main supply routes in the area of operations secured.
16	Percent	Of available combat power used to provide route security including reaction forces.
17	Percent	Of increased amount of supplies successfully transported along a line of communications or main supply route due to route security.
18	Number	And types of forces used to provide route security.
19	Number	And types of enemy forces operating near the secured route.
20	Number	Of route security force casualties during the operation.
21	Number	Of obstacles encountered, bypassed, and breached during the conduct of route security operations.
22	Number	Of attacks that succeed in closing the protected route.
23	Number	And types of enemy forces destroyed during route security operations.
24	Kilometers	Distance of the route secured.

### ≠ART 6.5.7 CONDUCT SUPPORT AREA OPERATIONS

6-68. Support area operations are conducted to prevent or minimize interference with command and control (C2) and support operations, provide unimpeded movement of friendly forces, to provide protection, operations to find, fix, and destroy enemy forces or defeat threats, and provide area damage control. Key functions performed in the support area include terrain management, movement, protection (security and defense), and sustainment. (FM 3-90.31) (MSCoE)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit conducted terrain management.
02	Yes/No	Unit integrated intelligence, surveillance, and reconnaissance
03	Yes/No	Unit conducted movement control.
04	Yes/No	Unit conducted operational area security.
05	Yes/No	Unit conducted response force operations.
06	Yes/No	Conducted base security and defense
07	Yes/No	Unit performed area damage control.
08	Yes/No	Unit conducted airspace management.
09	Yes/No	Unit performed fire support coordination.

**SECTION VI – ART 6.6: APPLY ANTITERRORISM MEASURES**



6-69. Antiterrorism consists of defensive measures used to reduce the vulnerability of individuals and property to terrorist acts, to include limited response and containment by local military and civilian forces. It is an element of protection. Antiterrorism is a consideration for all forces during all military operations. (ATTP 3-39.32) (USAMPS)

*Note:* This task branch only addresses antiterrorism operations. ART 7.6.4.4 (Combat Terrorism) addresses counterterrorism measures.

No.	Scale	Measure
01	Yes/No	Unit or installation continued its mission while taking actions to combat terrorism in the area of operations (AO).
02	Yes/No	Threat and vulnerability assessments for unit and installation were completed.
03	Yes/No	Unit completed antiterrorism awareness training.
04	Yes/No	Incident response plans included managing the force protection condition system.
05	Yes/No	Unit or installation received useable antiterrorism intelligence information from host-nation agencies.
06	Yes/No	Local population supported unit or installation presence in the AO.
07	Yes/No	Effective response or reaction forces existed in the event of an attempted or successful terrorist penetration of unit or installation perimeter.
08	Yes/No	Unit or installation measures designed to combat terrorism—such as operations security—were not deliberately or accidentally disclosed to terrorist organizations.
09	Time	To refine installation or unit security plans and standing operating procedures.
10	Time	For internal or external reaction and response forces to reach individual, installation, or facility under attack.
11	Time	To identify critical facilities, key terrain, and significant sites (cultural, historical, or natural) and prioritize protection.
12	Time	To identify mission essential activities vulnerable to terrorist acts and inspect to determine if safeguards are adequate.
13	Percent	Of terrorist attacks that degrade, delay, or modify friendly force operations.
14	Percent	Of units that have active counterterrorism protocols.
15	Percent	Of successful terrorist attacks.
16	Percent	Of friendly force and noncombatant casualties due to terrorist actions.
17	Percent	Of information systems in the AO hardened against unauthorized access.
18	Percent	Of information systems in the AO with multiple pathways over which to transmit data.
19	Percent	Of critical installations and facilities hardened or protected against terrorist acts.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
20	Percent	Of reduced unit mission capabilities or installation support capabilities due to security measures designed to combat terrorism in the AO.
21	Percent	Of reduced line of communications or main supply route through capabilities due to security measures designed to combat terrorism in the AO.
22	Number	And types of terrorists groups operating in unit AO or in the vicinity of friendly installations.
23	Number	Of counterterrorism activities unit supports in the AO.
24	Number	Of terrorist attacks attempted in unit AO.
25	Number	Of successful terrorist attacks.
26	Number	Of friendly force actions to disrupt enemy terrorist activities.
27	Number	Of friendly force and noncombatant casualties due to terrorist actions.
28	Cost	To implement protective measures against terrorism in the AO.

### **ART 6.6.1 IDENTIFY POTENTIAL TERRORIST THREATS AND OTHER THREAT ACTIVITIES**

6-70. Enhance freedom of action by identifying and reducing friendly vulnerability to terrorist threats, acts, influence, or surprise. This includes measures to protect from surprise, observation, detection, interference, espionage, terrorism, and sabotage. (ATTP 3-39.32) (USAMPS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Percent	Of lines of communications secured.
02	Percent	Of total troops used to secure critical facilities and lines of communications.
03	Number	Of incidents by enemy troops or partisans affecting security of force and means in the area of operations.
04	Number	Of security plans not including smoke and obscuration.
05	Hours	To coordinate for additional assets for the area of operations.

### **ART 6.6.2 REDUCE VULNERABILITIES TO TERRORIST ACTS AND ATTACKS**

6-71. Reduce personnel vulnerability to terrorism by understanding the nature of terrorism, knowing current threats, identifying vulnerabilities to terrorist acts, and by implementing protective measures against terrorist acts and attacks. (ATTP 3-39.32) (USAMPS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Actions deterred hostile actions against Soldiers, Army civilians, family members, facilities, information, and equipment; when deterrence failed, actions mitigated the consequences of terrorist attacks against these potential targets.
02	Yes/No	Commander applied judgment to every situation and combined it with available technologies to manage risk.
03	Yes/No	Commander retained freedom of action by reducing friendly force vulnerability to terrorist actions.
04	Yes/No	Unit or installation antiterrorism program included planned and integrated antiterrorism measures, counterterrorism, physical security, operations security, and personal protective services supported by counterintelligence and other security programs.
05	Yes/No	Force protection planning was a continuous process.
06	Yes/No	Force protection assets focused on protecting the most critical assets.
07	Time	To understand how potential terrorists operate.
08	Time	To prioritize unit force protection efforts based upon criticality and vulnerability assessments.
09	Time	In advance that a force is warned of attack.

No.	Scale	Measure
10	Percent	Of unit force protection activities integrated with those of other Services and nations.
11	Percent	Of reduced enemy targeting effectiveness due to the implementation of force protection measures.
12	Percent	Of reduced the effectiveness of enemy action due to friendly measures to harden units and facilities from enemy attack.
13	Percent	Of enhanced personnel, equipment, and facility survivability because of measures taken to harden them from enemy attack.
14	Number	Of friendly and noncombatant casualties due to terrorist attack.
15	Cost	Of measures to protect the unit or installation from terrorist attack.

### ART 6.6.3 REACT TO A TERRORIST INCIDENT

6-72. Implement measures to treat casualties, minimize property damage, restore operations, and expedite the criminal investigation and collection of lessons learned from a terrorist incident. (ATTP 3-39.10) (USAMPS)

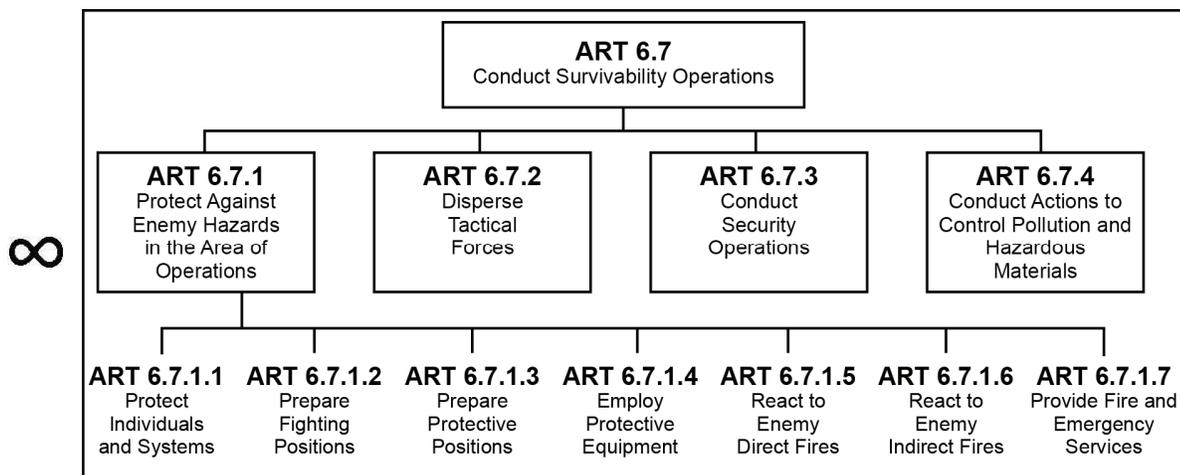
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*Note:* ART 5.5.1.2.3 (Conduct Criminal Investigations) addresses the conduct of crime analysis. ART 5.3.5.2 (Collect Relevant Information) addresses the collection of lessons learned.

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No.	Scale	Measure
01	Yes/No	Response to terrorist incident did not prevent unit or installation from accomplishing the missions.
02	Time	To conduct reconnaissance or criminal investigation of site where terrorist incident occurred.
03	Time	To establish or restore security around site where terrorist incident occurred.
04	Time	To conduct area damage control activities, such as firefighting, power restoration and production, rubble clearance, removal of downed trees, and repair of critical damaged facilities and installations.
05	Time	To report the occurrence of terrorist incident to appropriate headquarters and agencies.
06	Time	For response forces or teams to arrive at site of terrorist incident.
07	Time	To search for, collect, identify, and treat injured survivors of terrorist incident.
08	Time	To search for, collect, identify, and process the remains of individuals killed in terrorist incident.
09	Time	To restore damaged facilities to desired level of functionality.
10	Percent	Of decreased attacked facilities capabilities to perform designed function.
11	Percent	Of response forces or teams arriving at terrorist incident site within desired response times.
12	Number	Of friendly force and noncombatant casualties due to terrorist incident.
13	Cost	To provide forces and supplies to provide local security and humanitarian aid and comfort, conduct area damage control, and restore damaged facility in response to a given terrorist incident.

## SECTION VII – ART 6.7: CONDUCT SURVIVABILITY OPERATIONS



6-73. ART 6.7 is a concept that includes all aspects of protecting personnel, weapons, and supplies while simultaneously deceiving the enemy. Survivability tactics include building a good defense; employing frequent movement; using concealment, deception, and camouflage; and constructing fighting and protective positions for both individuals and equipment. Included are those assessments and surveys completed as a part of focused engineer reconnaissance support that includes infrastructure reconnaissance. (See FM 3-34.170.) Survivability operations are the development and construction of protective positions, such as earth berms, dug-in positions, overhead protection, and countersurveillance means, to reduce the effectiveness of enemy weapon systems. (FM 5-103) (USAES)

*Note:* This task branch is supported by ART 2.2.3 (Provide Intelligence Support to Protection).

No.	Scale	Measure
01	Yes/No	Unit could continue to conduct operations.
02	Yes/No	Unit losses from hazards were at acceptable levels.
03	Yes/No	Unit could determine when contaminated area was at a level with acceptable risk.
04	Yes/No	Unit performed risk assessment of all areas in the area of operations (AO) that underwent chemical, biological, radiological, and nuclear (CBRN) weapons attack.
05	Time	Required to conduct an area reconnaissance.
06	Time	To determine that unit has been attacked by CBRN weapons.
07	Time	To predict downwind hazard from the use of CBRN weapons.
08	Time	To disseminate hazard information to all units in the AO and appropriate headquarters and agencies outside the AO.
09	Time	To harden unit equipment, facilities, and positions.
10	Time	To acquire equipment and supplies necessary to harden a unit or installation.
11	Percent	Of U.S. military and civilian casualties.
12	Percent	Of increased time it takes the unit to conduct its operations due to the need to protect against identified hazards.
13	Percent	Of unit that has completed risk management and safety training.
14	Percent	Of friendly casualties due to failure to report the existence of hazards.
15	Percent	Of on-hand, mission-capable equipment necessary to protect the unit against hazards.
16	Percent	Of on-hand supplies necessary to protect the unit against hazards.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
17	Percent	Of planned fighting positions completed.
18	Percent	Of planned protective positions completed.
19	Number	Of planned fighting positions completed.
20	Number	Of planned protective positions completed.
21	Number	And types of on-hand equipment necessary to protect the unit against hazards.
22	Number	And types of friendly equipment destroyed or damaged by enemy action.
23	Number	Of incidents of damage to units and facilities in the AO that impact the commander's concept of operations.
24	Number	Of U.S. military and civilian casualties due to enemy hazards.

## **ART 6.7.1 PROTECT AGAINST ENEMY HAZARDS IN THE AREA OF OPERATIONS**

6-74. Protect the friendly force in an area of operations (AO) by reducing or avoiding the effects of enemy weapon systems. (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit could continue to conduct operations.
02	Yes/No	Unit losses from hazards were at acceptable levels.
03	Time	To conduct an area reconnaissance to identify hazards.
04	Time	To disseminate hazard data to all elements operating in the AO.
05	Time	To analyze the impact of identified hazards.
06	Time	To obtain necessary equipment and supplies to protect against hazards.
07	Time	To protect the unit and its facilities, equipment, and supplies against hazards.
08	Percent	Of increased time it takes the unit to conduct its operations because of the need to protect against identified hazards.
09	Percent	Of unit that has completed risk management and safety training.
10	Percent	Of friendly casualties due to failure to report existence of hazards.
11	Percent	Of on-hand, mission-capable equipment that is necessary to protect the unit against hazards.
12	Percent	Of U.S. military and civilian casualties.
13	Percent	Of on-hand supplies (chemoprophylaxis, pretreatments, and barrier creams) necessary to protect the unit against hazards.
14	Percent	Of planned protective positions completed.
15	Number	Of planned protective positions completed.
16	Number	And types of on-hand equipment necessary to protect against hazards.
17	Number	And types of friendly equipment destroyed or damaged by enemy action.
18	Number	Of incidents of damage to units and facilities in the AO that impact the concept of operations.
19	Number	Of U.S. military and civilian casualties due to enemy hazards.

### **ART 6.7.1.1 PROTECT INDIVIDUALS AND SYSTEMS**

6-75. Use protective positions (natural or artificial), measures, or equipment—such as armor, detection equipment, mission-oriented protective posture gear (MOPP), and collective protective equipment—to reduce effects of enemy weapon systems. ART 6.7.1.1 includes construction of fighting and survivability positions, conduct of chemical, biological, radiological, and nuclear defense, and responding to enemy fires. (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit losses from effects of enemy weapon systems did not keep the unit from accomplishing its mission.
02	Yes/No	Unit losses from enemy weapons systems effects were at acceptable levels.
03	Yes/No	Unit used the terrain to protect itself from effects of enemy weapons.
04	Time	To conduct an area reconnaissance to identify areas where risk of enemy attack exists.
05	Time	To analyze the impact of identified hazards in the area of operations (AO).
06	Time	To revise the plan based on results of the area reconnaissance and environmental considerations.
07	Time	To disseminate area reconnaissance data and revised execution instructions to all elements operating in the AO.
08	Time	To establish the necessary degree of local security for construction efforts.
09	Time	To obtain the equipment and supplies necessary to protect the unit from the effects of enemy weapon systems.
10	Time	To protect the unit, its facilities, equipment, and supplies from the effects of enemy weapons systems.
11	Percent	Of U.S. military and civilian casualties due to enemy hazards.
12	Percent	Of increased time it takes the unit to conduct operations because of the need to protect itself from the effects of identified enemy weapons systems.
13	Percent	Of unit personnel trained to use available detection and protection equipment.
14	Percent	Of friendly casualties due to failure to use existing protective equipment and structures.
15	Percent	Of on-hand, mission-capable equipment, such as MOPP gear, necessary to protect the unit from the effects of enemy weapon systems.
16	Percent	Of on-hand supplies necessary to protect the unit from effects of enemy weapon systems.
17	Percent	Of unit personnel who become casualties due to the faulty use of terrain to protect themselves from effects of enemy weapon systems.
18	Percent	Of unit personnel who become casualties of effects of enemy weapon systems due to the faulty use of detection equipment.
19	Percent	Of planned protective positions completed.
20	Number	Of planned protective positions completed.
21	Number	And types of on-hand equipment necessary to protect the unit against the effects of enemy weapon systems.
22	Number	And types of friendly equipment destroyed or damaged by enemy action.
23	Number	Of incidents of damage to units and facilities in the AO that impact the concept of operations.
24	Number	Of U.S. military and civilian casualties from effects of enemy weapons.

### ART 6.7.1.2 PREPARE FIGHTING POSITIONS

6-76. Prepare primary, alternate, and supplementary fighting positions that provide cover, concealment, and protection from the effects of enemy fires for occupants and systems, and allow for fields of fire and maneuver space for combat systems and units engaging the enemy. (FM 5-103) (USAES)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit could accomplish its mission using its fighting positions.
02	Time	To conduct an area reconnaissance including environmental considerations.
03	Time	To design primary, alternate, and supplementary fighting positions, and decide correct placement to maximize terrain effectiveness.
04	Time	To establish the degree of local security necessary for the construction effort.
05	Time	To obtain the equipment and supplies necessary to construct fighting positions.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
06	Time	To construct primary, alternate, and supplementary fighting positions with engineer support.
07	Time	To construct primary, alternate, and supplementary fighting positions without engineer support.
08	Percent	Of on-hand equipment and supplies needed to construct fighting positions.
09	Percent	Of personnel trained to properly construct fighting positions.
10	Percent	Of planned fighting positions completed.
11	Percent	Of completed fighting positions constructed to standard.
12	Percent	Of friendly casualties due to improperly constructed or sited fighting positions.
13	Percent	Of planned fighting positions completed.
14	Number	And types of fighting positions completed.
15	Number	Of friendly casualties due to improperly constructed or sited fighting positions.

#### **ART 6.7.1.2.1 Construct Vehicle Fighting Positions**

6-77. Construct fighting positions that provide cover, concealment, and protection from direct and indirect fires for combat vehicles, yet allow direct or indirect engagement of enemy forces. (FM 5-103) (USAES)

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*Note:* ART 6.7.1.3.2 (Construct Vehicle, Information Systems, Equipment, and Material Protective Positions) addresses vehicles that do not provide or conduct direct fire.

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<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit could accomplish its mission using its vehicle fighting positions.
02	Time	To conduct area reconnaissance including environmental considerations.
03	Time	To design primary, alternate, and supplementary vehicle fighting positions, and decide correct placement to maximize terrain effectiveness.
04	Time	To establish the local security necessary for the construction effort.
05	Time	To obtain the equipment and supplies necessary to construct vehicle fighting positions.
06	Time	To construct primary, alternate, and supplementary vehicle fighting positions with engineer support.
07	Time	To construct primary, alternate, and supplementary vehicle fighting positions without engineer support.
08	Percent	Of on-hand equipment and supplies necessary to construct vehicle fighting positions.
09	Percent	Of personnel trained to properly construct vehicle fighting positions.
10	Percent	Of planned vehicle fighting positions completed.
11	Percent	Of completed vehicle fighting positions constructed to standard.
12	Percent	Of friendly casualties due to improperly constructed or sited vehicle fighting positions.
13	Number	Of planning vehicle fighting positions completed.
14	Number	Of friendly casualties due to improperly constructed or sited vehicle fighting positions.

#### **ART 6.7.1.2.2 Construct Crew-Served Weapon Fighting Positions**

6-78. Construct fighting positions and or bunkers for crew-served weapons remaining in defensive positions for extended times. Fighting positions provide cover and concealment from direct and indirect fires while allowing coverage of primary and secondary sectors of fire. (FM 5-103) (USAES)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit could accomplish its mission using crew-served weapon fighting positions.
02	Time	To conduct area reconnaissance including environmental considerations.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
03	Time	To design primary, alternate, and supplementary crew-served weapon fighting positions, and decide the correct placement to maximize terrain effectiveness.
04	Time	To establish the degree of local security necessary for the construction effort.
05	Time	To obtain the necessary equipment and supplies to construct fighting positions.
06	Time	To construct primary, alternate, and supplementary crew-served weapon fighting positions with engineer support.
07	Time	To construct primary, alternate, and supplementary crew-served weapon fighting positions without engineer support.
08	Percent	Of on-hand equipment and supplies needed to construct crew-served weapon fighting positions.
09	Percent	Of personnel trained to properly construct crew-served weapon fighting positions.
10	Percent	Of planned crew-served weapon fighting positions completed.
11	Percent	Of completed crew-served weapon fighting positions constructed to standard.
12	Percent	Of friendly casualties due to improperly constructed or sited crew-served weapon fighting positions.
13	Number	And types of planned crew-served weapon fighting positions completed.
14	Number	Of friendly casualties due to improperly constructed or sited crew-served weapon fighting positions.

#### **ART 6.7.1.2.3 Construct Individual Fighting Positions**

6-79. Construct individual fighting positions that provide cover and concealment from observation and direct and indirect fires. Properly sited individual fighting positions allow Soldiers to engage the enemy with their assigned weapons while providing observation and fields of fire that overlap those of other positions. (FM 3-21.75) (USAIS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit could accomplish its mission using individual fighting positions.
02	Time	To conduct an area reconnaissance including environmental considerations.
03	Time	To design primary, alternate, and supplementary individual fighting positions, and decide correct placement to maximize terrain effectiveness.
04	Time	To establish the degree of local security for the construction effort.
05	Time	To obtain the equipment and supplies to construct fighting positions.
06	Time	To construct primary, alternate, and supplementary individual fighting positions with engineer support.
07	Time	To construct primary, alternate, and supplementary individual fighting positions without engineer support.
08	Percent	Of on-hand equipment and supplies available to construct individual fighting positions.
09	Percent	Of personnel trained to properly construct individual fighting positions.
10	Percent	Of planned individual fighting positions completed.
11	Percent	Of completed individual fighting positions constructed to standard.
12	Percent	Of completed individual fighting positions that can support unit defensive positions, such as vehicle fighting positions and crew-served weapon fighting positions.
13	Percent	Of friendly casualties due to improperly constructed or sited individual fighting positions.
14	Number	Of planned individual fighting positions completed.
15	Number	Of friendly casualties due to improperly constructed or sited individual fighting positions.

#### **ART 6.7.1.3 PREPARE PROTECTIVE POSITIONS**

6-80. Provide cover and concealment for personnel, systems, equipment, supplies, and other materiel not directly involved in fighting. This includes medical patients. These positions reduce risks associated with

**#ART 6.0: The Protection Warfighting Function**

all forms of enemy contact, such as direct and indirect fires, enemy observations, and employment of chemical, biological, radiological and nuclear weapons. (FM 5-103) (USAES)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The use of protective positions preserved the unit's personnel, equipment, and supplies for future missions.
02	Time	To conduct an area reconnaissance including environmental considerations.
03	Time	To design protective positions for personnel, systems, equipment, supplies, and other materiel not directly involved in fighting, and to decide correct placement to maximize terrain effectiveness.
04	Time	To establish the degree of local security for the construction effort.
05	Time	To obtain the equipment and supplies to construct protective positions.
06	Time	To construct protective positions with engineer support.
07	Time	To construct protective positions without engineer support.
08	Percent	Of on-hand equipment and supplies to construct protective positions.
09	Percent	Of personnel trained to properly construct protective positions.
10	Percent	Of planned protective positions completed.
11	Percent	Of completed protective positions constructed to standard.
12	Percent	Of unit facilities not hardened.
13	Percent	Of friendly casualties due to improperly constructed or sited protective positions.
14	Percent	Of personnel casualties or equipment and supplies lost due to the nonavailability of protective positions.
15	Number	And types of planned protective positions completed.
16	Number	Of friendly casualties due to improperly constructed or sited protective positions.
17	Number	Of personnel casualties or equipment and supplies lost due to the nonavailability of protective positions.

**ART 6.7.1.3.1 Construct Protective Earth Walls, Berms, and Revetments**

6-81. Provide cover, concealment, and protection against direct and indirect fires without restricting the operational capability of systems. (FM 5-103) (USAES)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The use of protective earth walls, berms, and revetments preserved unit personnel, equipment, and supplies for future missions.
02	Time	To conduct an area reconnaissance including environmental considerations.
03	Time	To design protective earth walls, berms, and revetments for personnel, systems, equipment, supplies, and other materiel not directly involved in fighting, and to decide correct placement to maximize terrain effectiveness.
04	Time	To obtain the equipment and supplies to construct protective earth walls, berms, and revetments.
05	Time	To establish degree of local security for the construction effort.
06	Time	To construct protective earth walls, berms, and revetments with engineer support.
07	Time	To construct protective earth walls, berms, and revetments without engineer support.
08	Percent	Of on-hand equipment and supplies to construct protective earth walls, berms, and revetments.
09	Percent	Of personnel trained to construct protective earth walls, berms, and revetments.
10	Percent	Of planned protective earth walls, berms, and revetments completed.
11	Percent	Of completed protective earth walls, berms, and revetments constructed to standard.
12	Percent	Of unit facilities not hardened.
13	Percent	Of friendly casualties due to improperly constructed or sited protective earth walls, berms, and revetments.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
14	Percent	Of personnel casualties or equipment and supplies lost to enemy attack due to the nonavailability of protective earth walls, berms, and revetments.
15	Number	Of planned protective earth walls, berms, and revetments completed.
16	Number	Of friendly casualties due to improperly constructed or sited protective earth walls, berms, and revetments.
17	Number	Of friendly casualties or equipment and supplies lost due to the nonavailability of protective earth walls, berms, and revetments.

### **ART 6.7.1.3.2 Construct Vehicle, Information Systems, Equipment, and Material Protective Positions**

6-82. Provide cover and concealment for vehicles, information systems nodes, equipment, supplies, and other materials that do not provide or conduct direct fire. (FM 5-103) (USAES)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The use of vehicle, information systems, equipment, and materials protective positions preserved unit personnel, equipment, and supplies for future missions.
02	Time	To conduct an area reconnaissance including environmental considerations.
03	Time	To design protective positions for vehicle, information systems, equipment, and materiel not directly involved in fighting, and decide correct placement to maximize terrain effectiveness.
04	Time	To establish the degree of local security for the construction effort.
05	Time	To obtain the equipment and supplies to construct vehicle, information systems, equipment, and materials protective positions.
06	Time	To construct vehicle, information systems, equipment, and materials protective positions with engineer support.
07	Percent	Of on-hand equipment and supplies available to construct vehicle, information systems, equipment, and materials protective positions.
08	Percent	Of personnel trained to construct vehicle, information systems, equipment, and materials protective positions.
09	Percent	Of planned vehicle, information systems, equipment, and materials protective positions completed.
10	Percent	Of completed vehicle, information systems, equipment, and materials protective positions constructed to standard.
11	Percent	Of unit vehicles, information systems, equipment, and materials supplies not protected by protective positions.
12	Percent	Of friendly casualties due to improperly constructed or sited vehicle, information systems, equipment, and or materials protective positions.
13	Percent	Of casualties or equipment and supplies lost due to the nonavailability of vehicle, information systems, equipment, and or materials protective positions.
14	Number	Of planned vehicle, information systems, equipment, and materials protective positions completed.
15	Number	Of friendly casualties due to improperly constructed or sited vehicle, information systems, equipment, and materials protective positions.
16	Number	Of friendly casualties or equipment and supplies lost due to the nonavailability of vehicle, information systems, equipment, and materials protective positions.

### **ART 6.7.1.4 EMPLOY PROTECTIVE EQUIPMENT**

6-83. Employ individual and collective equipment to protect personnel, systems, and facilities against hazards caused by enemy action. Protective equipment includes individual and collective chemical, biological, radiological, and nuclear (CBRN) detection and protective systems. ART 6.7.1.4 includes using other items such as bullet-resistant glazing, hydraulically or manually operated vehicle crash

barriers, personnel gates that limit the number of personnel passing through at one time, intrusion detection systems, security lighting, and security fences. (FM 5-103) (USAES)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Using protective equipment preserved unit personnel, equipment, and supplies for future missions.
02	Time	To conduct an area reconnaissance including environmental considerations.
03	Time	To plan or revise the plan for employing protective equipment to account for the existing factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations.
04	Time	To establish the degree of local security necessary for installing or constructing protective equipment.
05	Time	To employ protective equipment to harden individuals and facilities.
06	Time	To assume the necessary mission-oriented protective posture level in response to enemy action, given previous mission-oriented protective posture level.
07	Time	To employ protective equipment to harden supply stocks with engineer support.
08	Time	To employ protective equipment to harden supply stocks without engineer support.
09	Time	To emplace warning signs marking the edges of areas contaminated by enemy action such as the use of CBRN weapons.
10	Time	To obtain the protective equipment and systems needed to complete the hardening process.
11	Percent	Of personnel, systems, and facilities hardened by protective equipment and systems.
12	Percent	Of personnel trained to use protective equipment.
13	Percent	Of necessary protective equipment and supplies on hand.
14	Percent	Of protective equipment employed to standard.
15	Percent	Of protective equipment system that is mission capable.
16	Percent	Of friendly casualties due to improperly used protective equipment.
17	Percent	Of casualties or equipment and supplies lost due to the nonavailability of protective equipment.
18	Number	Of mission capable protective equipment systems.
19	Number	Of friendly casualties due to improperly used protective equipment.
20	Number	Of personnel casualties or equipment and supplies lost due to the nonavailability of protective equipment.

#### **ART 6.7.1.4.1 Install Bridge Protective Devices**

6-84. Provide protective systems for an existing floating bridge or river-crossing site. Protect the bridge or site from waterborne demolition teams, floating mines, or floating debris. The three types of floating protective systems are anti-mine booms, impact booms, and anti-swimmer nets. (FM 5-34) (USAES)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The use of bridge protective equipment preserved the functionality of the bridge for current and future missions.
02	Time	To conduct an area reconnaissance of the river approaches to the bridge including environmental considerations.
03	Time	To plan or revise the plan to employ bridge protective equipment to account for the existing factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations.
04	Time	To establish the degree of local security for installation or construction of the bridge protective equipment.
05	Time	To employ bridge protective equipment.
06	Time	To widen the bridge or remove interior bridge bays to account for flood condition or heavy debris (for floating bridges).

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
07	Time	To obtain the bridge protective equipment and systems through the supply system or by local procurement.
08	Percent	Of personnel trained to use bridge protective equipment.
09	Percent	Of on-hand bridge protective equipment and supplies.
10	Percent	Of bridge protective equipment employed to standard.
11	Percent	Of mission-capable bridge protective equipment or systems.
12	Percent	Of bridges damaged due to improperly used bridge protective equipment.
13	Number	Of bridges protected by the proper protective device for the situation.
14	Number	Of mission-capable bridge protective equipment systems.
15	Number	Of friendly casualties due to improperly used protective equipment.
16	Number	Of casualties due to accidents while installing bridge protective equipment.

#### ART 6.7.1.4.2 Install or Remove Protective Obstacles

6-85. Provide friendly forces close-in protection with protective obstacles as part of their force protection plan. ART 6.7.1.4.2 includes employing temporary or permanent protective obstacles and removal or turnover of obstacles to relieving units. (FM 3-34.210) (USAES)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The use of protective obstacles preserved unit personnel, equipment, and supplies for future missions.
02	Yes/No	The protective obstacles were properly turned over to the relieving unit. This includes transfer of intelligence; maneuver; fires; and mobility, countermobility, and survivability information such as local enemy, friendly, and civilian situations; direct and indirect fire control measures; minefield composition; marking; and layout.
03	Time	To conduct an area reconnaissance including environmental considerations.
04	Time	To plan or revise the plan to employ protective obstacles to account for existing factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations.
05	Time	To establish the degree of local security necessary for installation or construction of the protective obstacles.
06	Time	To install or remove protective obstacles to include proper marking with engineer support.
07	Time	To install or remove protective obstacles to include proper marking without engineer support.
08	Time	To turn over protective obstacles.
09	Time	To properly record and report protective obstacles.
10	Time	To obtain obstacle emplacing equipment and class IV and class V to install protective obstacles.
11	Percent	Of personnel, systems, unit positions, and facilities protected by protective obstacles.
12	Percent	Of personnel trained to install, maintain, and remove protective obstacles.
13	Percent	Of on-hand protective obstacle installation and removal equipment and class IV and class V.
14	Percent	Of protective obstacles installed and removed to standard.
15	Percent	Of protective obstacles properly turned over.
16	Percent	Of friendly casualties due to improperly installed, marked, and removed protective obstacles.
17	Number	Of mission-capable protective obstacle installation and removal systems.
18	Number	Of friendly casualties due to improperly installed, marked, and removed protective obstacles.

**ART 6.7.1.5 REACT TO ENEMY DIRECT FIRES**

6-86. Return fire at known or suspected enemy positions and take evasive action upon detecting enemy direct fires. (FM 3-21.75) (USAIS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit reaction to enemy direct fire allowed the unit to complete its mission.
02	Yes/No	Unit retained its cohesion.
03	Yes/No	Collateral damage due to friendly response to enemy direct fires did not result from violations of the law of war or rules of engagement.
04	Time	That unit was delayed from accomplishing its mission due to enemy direct fire.
05	Time	That unit stayed within the enemy's engagement area before it can suppress the enemy's weapon systems, find cover from which to engage the enemy, or extract itself from the engagement area.
06	Percent	Of enemy casualties inflicted.
07	Percent	Of friendly casualties.
08	Number	Of friendly and noncombatant casualties.
09	Number	And types of friendly systems rendered non-mission capable by enemy direct fires.

**ART 6.7.1.6 REACT TO ENEMY INDIRECT FIRES**

6-87. Seek protection under the overhead cover of fighting or protective positions or move rapidly out of the impact area in the direction the unit commander orders. If armored vehicles are available, personnel mount, and the vehicles move out of the impact area in the direction and designated distance ordered by the unit commander. (FM 3-21.75) (USAIS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit reaction to enemy indirect fires allowed the unit to complete its mission.
02	Yes/No	Unit retained its cohesion.
03	Yes/No	Collateral damage due to the friendly response to enemy direct fires did not result from violations of the law of war or rules of engagement.
04	Time	To report contact to the higher commander.
05	Time	For personnel to either close hatches on the combat vehicles in which they are riding, seek shelter in positions with suitable overhead cover, or seek shelter offered by the terrain immediately around them.
06	Time	For vehicles to move out of the impact area.
07	Time	For dismounted individuals caught without suitable shelter in the impact area to improve their chances of surviving by digging in using resources immediately available to them.
08	Time	To conduct counterbattery or countermortar fires.
09	Percent	Of Soldiers performing immediate action drill correctly.
10	Percent	Of enemy casualties due to friendly counterbattery or countermortar fires.
11	Percent	Of friendly casualties.
12	Number	Of friendly and noncombatant casualties.
13	Number	And types of friendly systems rendered non-mission capable by enemy indirect fires.

**\*ART 6.7.1.7 CONDUCT IMPROVISED EXPLOSIVE DEVICE DEFEAT OPERATIONS**

6-88. ART 6.7.1.7 (Conduct Improvised Explosive Device Defeat Operations) and ART 6.7.1.7.1 (Plan for Possible Improvised Explosive Device Threats) has moved to ART 6.12.3.1 and ART 6.12.3.2. ARTs 6.7.1.7.2, 6.7.1.7.3, and 6.7.1.7.4 are rescinded.

**\*ART 6.7.1.7 PROVIDE FIRE AND EMERGENCY SERVICES**

6-89. Provide fire and emergency services (F&ES) in an area of operations (AO) including fire prevention and fire suppression of facilities, equipment, munitions and aviation firefighting/aircraft crash rescue services. Specific capabilities include provide fire prevention programs, inspections, tactical firefighting, technical rescue and first aid capabilities. A fire protection program can protect logistics support areas, intermediate staging bases, forward operating bases, and major facilities. Facilities can include petroleum tank farms, petroleum distribution sites, open and closed warehouse facilities, general warehouses, detainee facilities, and civilian resettlement sites. ART 6.7.1.7 includes initial hazardous material response, aviation firefighting, extrication of personnel and equipment from crashed aircraft, rescuing sick or entrapped personnel from buildings, equipment, vehicles, water, ice, confined space, and high angles. This also includes firefighting protection against grass or brush fires within assigned area when augmented with combat or construction engineer Soldiers or units. (FM 5-415) (USAES)

No.	Scale	Measure
01	Yes/No	F&ES limited the damage caused by fires in the area of operations (AO) so that fires do not disrupt, cancel, or require the modification of the unit's course of action.
02	Yes/No	F&ES provided first-responder level medical response and assistance to victims.
03	Yes/No	F&ES provided an initial response to hazardous material incidents with environmental considerations.
04	Yes/No	F&ES used command and control of nonfirefighting assets when supporting brush firefighting operations.
05	Yes/No	Environmental considerations planning and procedures were present and being followed.
06	Yes/No	F&ES limited the damage caused by aircraft fires and provided aircraft crash rescue services to protect the lives of aviation crewmembers.
07	Yes/No	Assist in training of host nation firefighting assets.
08	Time	To develop a firefighting plan for the AO.
09	Time	To develop mutual aid agreements.
10	Time	To respond to reports of fires, medical emergencies, and hazardous material incidents.
11	Time	To establish and maintain 24/7 fire department communications network.
12	Time	To reconnoiter water-supply points.
13	Time	To provide water resupply to firefighting teams.
14	Time	To establish local security from external assets for firefighting operations.
15	Time	To provide additional manpower support to firefighting teams from supported units.
16	Time	To train personnel so they remain qualified to fight fires and respond to medical emergencies and hazardous materials incidents.
17	Time	To practice fire drills by units in the AO.
18	Time	To complete fire prevention measures, such as inspections and preventive maintenance checks and services on firefighting equipment.
19	Time	To procure necessary personal protective equipment, firefighting equipment, and fire trucks to protect the AO.
20	Time	To investigate fires.
21	Time	To implement aircraft crash rescue services and to respond to aircraft emergencies.
22	Percent	Of firefighting operations that are petroleum, oils, and lubricants fires.
23	Percent	Of high-value assets protected by firefighting teams.
24	Percent	Of difference between planned level of firefighting support and the required level.
25	Percent	Of qualified personnel assigned to firefighting teams in the AO.
26	Percent	Of firefighting support provided by host nation.
27	Number	Of firefighting teams found in the AO.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
28	Number	And types of mission capable fire trucks in the AO.
29	Number	Of crash or rescue operations conducted within a given time.
30	Number	Of normal flight and maintenance operations supported within a given time.
31	Number	Of medical evacuation operations supported within a given time.
32	Number	Of fire prevention inspections performed in a given time.
33	Number	Of emergency water-supply points maintained.

**\*ART 6.7.1.7.1 Provide General Firefighting**

6-90. Provide response to fires with the AO. Provide crash rescue support to medical evacuation (MEDEVAC) and normal flight operations. Provide initial response for hazardous material (HAZMAT) and medical assistance. Provide fire prevention measures, such as, inspections, fire drills, and training. (FM 5-415) (USAES)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
1	Yes/No	Provide crash-rescue support for MEDEVAC and normal flight or stand-by operations
2	Yes/No	Firefighting team provided first-responder level medical response and assistance to victims.
3	Yes/No	Firefighting team provided an initial response to HAZMAT incidents with environmental considerations.
4	Time	To respond to reports of fires, medical emergencies, and HAZMAT incidents.
5	Time	To reconnoiter water-supply points.
6	Time	To provide water resupply to firefighting teams.
7	Time	To provide additional manpower support to firefighting teams from supported units.
8	Time	To practice fire drills with other units in the AO.
9	Time	To complete fire prevention measures, such as inspections and preventive maintenance checks and services on firefighting equipment.
10	Time	To investigate fires.
11	Number	Of emergency water-supply points maintained.

**\*ART 6.7.1.7.2 Provide Technical Rescue Services**

6-91. Provide technical rescue support and extrication of personnel and equipment from crashed aircraft, rescuing sick or entrapped personnel from buildings, equipment, vehicles, water, ice, confined space, and high angles. Provide emergency lifesaving care for victims of accident or sudden illness. (FM 5-415) (USAES)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
1	Yes/No	Provide initial first aid.
2	Yes/No	Provide initial response to hazardous material.
3	Yes/No	Rescue entrapped, sick, and injured personnel from buildings.
4	Yes/No	Rescue entrapped, sick, and injured personnel from equipment.
5	Yes/No	Rescue entrapped, sick, and injured personnel from vehicles.
6	Yes/No	Rescue entrapped, sick, and injured personnel from water.
7	Yes/No	Rescue entrapped, sick, and injured personnel from confined space.
8	Yes/No	Rescue entrapped, sick, and injured personnel from high angles.

## ART 6.7.2 DISPERSE TACTICAL FORCES

6-92. Relocate forces and spread or separate troops, materiel, or activities following concentration and maneuver to enhance survivability. The lethality of modern weaponry significantly increases the threat to concentrated formations. Attacking commanders manipulate their own and the enemy's concentration of forces by a combination of dispersion, concentration, deception, and attack. Dispersion stretches the enemy's defenses and denies lucrative targets to enemy long-range fires. (FM 3-90) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit accomplished mission while tactically dispersed.
02	Time	To refine operation plan or order to reflect risk management assessment.
03	Time	To relocate friendly forces to minimize risks from battlefield hazards.
04	Percent	Of friendly casualties due to failure to disperse.
05	Percent	Of friendly casualties due to an enemy inability to mass combat power because assets are too dispersed.

## ART 6.7.3 CONDUCT SECURITY OPERATIONS

6-93. Security operations are those operations undertaken by a commander to provide early and accurate warning of enemy operations, to provide the force being protected with time and maneuver space within which to react to the enemy, and to develop the situation to allow the commander to effectively use the protected forces. Commanders continually conduct some form of security operations. (FM 3-90) (USACAC)

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*Note:* The information obtained on the enemy in conducting this task also pertains to ART 2.0 (The Intelligence Warfighting Function).

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No.	Scale	Measure
01	Yes/No	The operations of the security force provided the protected force or installation with sufficient reaction time and maneuver space to conduct defensive operations.
02	Yes/No	Security force was in place not later than time specified in operation order.
03	Yes/No	Security force prevented enemy ground observation of protected force or installation.
04	Yes/No	Collateral damage from security operation was within acceptable limits.
05	Yes/No	Security force provided early and accurate warning of enemy approach.
06	Yes/No	Security force oriented its operations of the force or facility to be secured.
07	Yes/No	Security force performed continuous reconnaissance.
08	Yes/No	Security force maintained contact with enemy forces.
09	Yes/No	Commander developed criteria for ending the security operation.
10	Yes/No	Commander directed that contingency plans be developed for security operations.
11	Time	To conduct reconnaissance of the area surrounding the secured force or installation.
12	Time	To plan security operations.
13	Time	To prepare for the security operations including movement into security area.
14	Time	To execute security operations.
15	Time	To report enemy activities to appropriate headquarters.
16	Time	That the secured force or installation has to prepare prior to its encounter with the enemy.
17	Time	To integrate host-nation or third-nation security forces and means into friendly security operations.
18	Percent	Of security force casualties during the security operation.
19	Percent	Of secured force or installation casualties during the security operation.
20	Percent	Of unit combat power used to provide desired degree of security.

No.	Scale	Measure
21	Percent	Of decreased support capability of sustainment units due to the requirement to provide security forces from internal assets.
22	Percent	Of increased availability of combat forces through use of host-nation or third-nation security forces.
23	Percent	Of enemy reconnaissance elements within security force capabilities destroyed or repelled.
24	Percent	Of friendly operations judged as not compromised prior to or during execution.
25	Percent	Of operations not compromised (based on enemy prisoner of war interrogations or captured documents).
26	Percent	Of critical facilities hardened or protected by security forces.
27	Percent	Of the AO or security area that can be observed by visual observation or covered by sensors at any given time.
28	Number	Of incidents where enemy forces affect the security of friendly units and facilities.
29	Number	Of incidents where enemy reconnaissance forces compromise friendly course of action causing them to be delayed, disrupted, canceled, or modified.
30	Number	Of security force casualties during the security operation.
31	Number	Of secured force or installation casualties during the security operation.
32	Number	Of mobility corridors or avenues of approach that can be observed by the security force.
33	Number	Of observation posts that can be established by the security force.
34	Number	Of enemy reconnaissance elements destroyed during security operation.
35	Square Kilometers	Size of security area or area of operation.

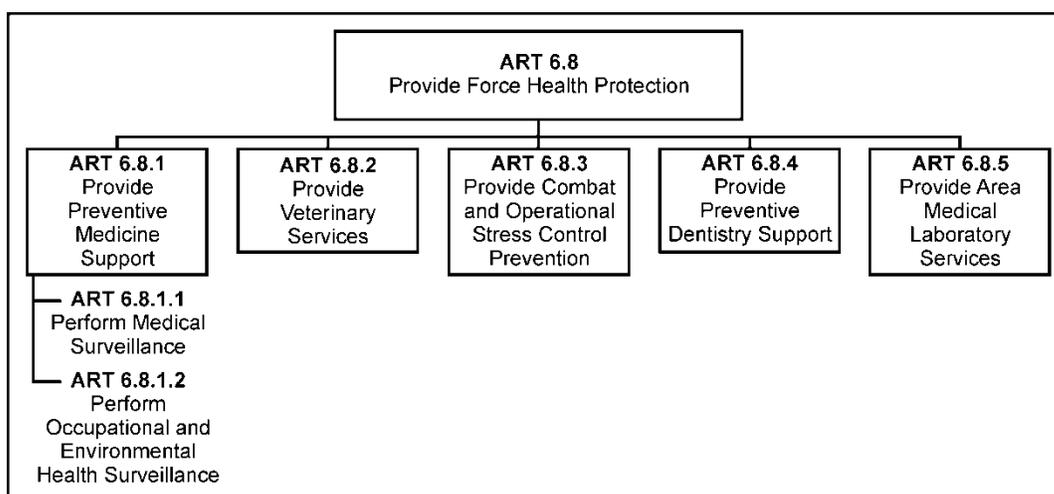
## ART 6.7.4 CONDUCT ACTIONS TO CONTROL POLLUTION AND HAZARDOUS MATERIALS

6-94. Develop actions to prevent pollution generation and hazardous substance releases to avoid exposing friendly personnel to human health hazards, disrupting operations, adversely affecting indigenous or refugee populations and local economies; and to avoid damaging the natural or cultural environment. Conduct the environmental compliance program while appropriately considering the effect on the environment per applicable U.S. and host-nation agreements, environmental laws, policies, and regulations. Promptly report and clean up hazardous substance releases while avoiding tactical interference and ensuring adequate protection of the environment. Manage hazardous wastes correctly prior to transporting them to a permitted treatment, storage, or disposal facility. (FM 3-34.5) (USAES)

No.	Scale	Measure
01	Time	To provide the commander with the technical expertise relating to releases of hazardous materials or petroleum, oils, and lubricants.
02	Time	Of delay in the operation.
03	Time	River closed as a source of drinking water.
04	Time	River closed to traffic.
05	Time	To provide training guidance to the field as required.
06	Time	Of training lost due to release.
07	Percent	Of operations cancelled or delayed.
08	Percent	Of population with newly polluted drinking water.
09	Percent	Of wildlife killed as a result of pollution or a release.
10	Number	Of people with newly polluted drinking water.
11	Number	Of spills reported per week.
12	Number	Of wildlife killed as a result of pollution or a release.
13	Number	Of personnel injured or sickened as a result of pollution or a release.

No.	Scale	Measure
14	Cost	For hazardous material removal or disposal.
15	Cost	To complete release recovery.
16	Cubic Yards	Of earth cleaned, removed, or replaced.
17	Pounds	Of hazardous materials released.

**\*SECTION VIII – ART 6.8: PROVIDE FORCE HEALTH PROTECTION**



6-95. Force health protection encompasses measures to promote, improve, or conserve the mental and physical well-being of Soldiers. These measures enable a healthy and fit force, prevent injury and illness, and protect the force from health hazards and include the prevention aspects of a number of Army Medical Department functions such as preventive medicine, including medical surveillance and occupational and environmental health (OEH) surveillance; veterinary, services, including the food inspection and animal care missions, and the prevention of zoonotic disease transmissible to man; combat and operational stress control (COSC); dental services (preventive dentistry); and laboratory services (area medical laboratory support). (FM 4-02) (USAMEDDC&S)

No.	Scale	Measure
01	Yes/No	Force health protection programs established in the area of operations (AO) kept casualty rates from disease and nonbattle injuries; chemical, biological, radiological, and nuclear exposures; OEH hazards; and combat operational stress below established thresholds.
02	Time	To refine force health protection in the AO after receipt of warning order.
03	Time	To establish force health protection on activation of the AO.
04	Percent	Of difference between force health protection requirements and actual requirements in the AO.
05	Percent	Of difference between planned area medical laboratory support requirements and actual requirements in the AO.
06	Percent	Of difference between planned preventive medicine services requirements and actual requirements in the AO.
07	Percent	Of difference between planned veterinary services requirements and actual requirements in the AO.
08	Percent	Of planned force health protection support achieved in the AO.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
09	Percent	Of difference between planned COSC prevention support requirements and actual requirements in the AO.
10	Percent	Of difference between planned preventive dentistry support requirements and actual requirements in the AO.

**\*ART 6.8.1 PROVIDE PREVENTIVE MEDICINE SUPPORT**

6-96. Prevent disease and nonbattle injuries by establishing preventive medicine programs such as, field hygiene and sanitation, disease surveillance, immunizations, chemoprophylaxis, and education in personal protective measures. (FM 4-02.17) (USAMEDDC&S)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Preventive medicine programs established in the area of operations (AO) kept disease and nonbattle injury rates below established thresholds.
02	Yes/No	Units communicated the health risks to the at risk population.
03	Yes/No	Units conducted health hazard assessments.
04	Yes/No	Unit implemented the Vision Conservation Program.
05	Time	To refine preventive medicine program for AO after receipt of warning order.
06	Time	To establish preventive medicine plan (to include immunizations, pretreatment, chemoprophylaxis, and barrier creams) in the AO.
07	Time	Required to provide 100-percent immunizations to all Soldiers in the AO.
08	Percent	Of Soldiers who have all of the prescribed predeployment immunizations.
09	Percent	Of planned preventive medicine support achieved in AO.
10	Percent	Of personnel who received all required immunizations.
11	Percent	Of personnel who received required chemoprophylaxis.
12	Percent	Of personnel in AO briefed on health threats and trained in personal and unit-level protective measures and preventive medicine measures.
13	Percent	Of water points inspected for potability.
14	Percent	Of unit field sanitation teams trained.
15	Percent	Of personnel in the AO who have required and serviceable optical devices (such as spectacles, mask inserts, and protective devices).
16	Percent	Of bivouac sites inspected for disease and occupational and environmental health hazards.
17	Number	Of units with all required field sanitation team equipment and supplies.
18	Number	Of aerial spray missions conducted.
19	Number	Of Soldiers not available for duty due to hearing loss.
20	Number	Of consultations provided on preventive medicine measures.
21	Number	Of food service facilities inspected requiring immediate corrective actions.

**\*ART 6.8.1.1 PERFORM MEDICAL SURVEILLANCE**

6-97. Perform medical surveillance, to include the collection and analysis of health status and health threat information before, during, and following deployment. Ensure common awareness of potential health threats and monitor implementation of preventive medicine measures. (FM 4-02.17) (USAMEDDC&S)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit performed health threat assessment was for all areas of the area of operations (AO) and briefed to all personnel.
02	Yes/No	Unit conducted all required epidemiological investigations appropriately and completed them in a timely manner.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
03	Yes/No	Unit collected disease and nonbattle injury data daily and categorized it correctly per Joint Chiefs of Staff and theater-specific standards.
04	Yes/No	All personnel completed pre- and postdeployment health assessments within required timeframes.
05	Yes/No	Unit analyzed disease and nonbattle injury data weekly for trends.
06	Time	To refine medical surveillance programs for AO after receipt of warning order.
07	Time	To survey operational environment to detect and identify health threats and formulate means for minimizing effects.
08	Percent	Of difference between planned medical surveillance requirements and actual requirements in AO.
09	Percent	Of planned medical surveillance support achieved in AO.
10	Percent	Of Soldiers identified with a measured environmental or occupational exposure that have the exposure noted in their individual health records.
11	Percent	Of recorded medical treatment episodes in individual health records and/or electronic medical records.
12	Percent	Of disease and nonbattle injury reports submitted on time per theater policy.
13	Percent	Of personnel compliant with required personal protective measures.
14	Number	Of epidemiological investigations conducted in AO.
15	Number	Of health threats to the deployed force not identified in the predeployment medical threat assessment.

#### \*ART 6.8.1.2 PERFORM OCCUPATIONAL AND ENVIRONMENTAL HEALTH SURVEILLANCE

6-98. Perform occupational and environmental health (OEH) surveillance. Develop and update the environmental health site assessment. (FM 4-02.17) (USAMEDDC&S)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Occupational and environmental health surveillance established in the area of operations (AO) prevented or reduced the number and percent of personnel who became exposed to OEH hazards.
02	Yes/No	Significant OEH hazards were identified in the AO.
03	Time	To refine OEH hazard surveillance program for AO after receipt of warning order.
04	Time	To detect, identify, quantify, and evaluate OEH hazards; develop controls and communicate risk to minimize health risks.
05	Percent	Of difference between planned OEH surveillance requirements and actual requirements in the AO.
06	Percent	Of personnel in AO without health threat education and training provided.
07	Percent	Of personnel in AO without appropriate personal protective equipment or engineering controls to minimize health risks of identified OEH hazards.
08	Percent	Of identified OEH hazards in the AO evaluated using risk assessment.
09	Number	Of identified OEH exposures recorded in individual health records and/or electronic medical records.

#### \*ART 6.8.2 PROVIDE VETERINARY SERVICES

6-99. Serve as the Department of Defense (DOD) executive agent for veterinary services for all services with the exception of the food inspection mission on U.S. Air Force installations. Perform food safety and bottled water surveillance—which includes food hygiene and quality assurance, inspection of class I sources, microbial analysis of food, and temperature monitoring of transported and stored food supplies—and assess potential health hazards in the area of operations (AO); identify, evaluate, and assess animal

**#ART 6.0: The Protection Warfighting Function**

diseases of military significance; and provide complete veterinary health care to DOD military working dogs and any other government-owned animals in the AO. (FM 4-02.18) (USAMEDDC&S)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Nonavailability of veterinary services did not degrade, delay, or disrupt unit operations.
02	Time	To refine veterinary services program for AO after receipt of warning order.
03	Time	To establish comprehensive veterinary plan on activation of the AO.
04	Percent	Of difference between planned veterinary service requirements and actual requirements in AO.
05	Percent	Of planned veterinary support achieved in AO.
06	Percent	Of required food inspections meeting food safety standards in the AO.
07	Percent	Of government-owned animals treated and returned to duty in the AO.
08	Percent	Of veterinary capacity in use per day in AO.
09	Number	Of local food procurement establishment inspections performed in AO per month.
10	Number	Of animal diseases of military significance in the AO.
11	Number	Of military working dogs and other government-owned animals in AO requiring periodic veterinary support.
12	Number	Of approved bottled water and ice plants.
13	Percent	Of animals exposed to chemical, biological, radiological, and nuclear or toxic industrial materials.
14	Yes/No	Published food and beverage procurement source list.
15	Number	Of animals requiring evacuation for additional treatment in theater.

### **\*ART 6.8.3 PROVIDE COMBAT AND OPERATIONAL STRESS CONTROL PREVENTION**

6-100. Provide combat and operational stress control (COSC) prevention by establishing behavioral health prevention programs, conducting traumatic event management, and providing consultation and educational services. (FM 4-02.51) (USAMEDDC&S)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Absence of command personnel from stress-related causes did not degrade, delay, or disrupt unit operations.
02	Time	To refine COSC prevention program for the area of operations (AO) after receipt of warning order.
03	Percent	Of critical incident debriefings planned and actual requirements.
04	Percent	Of required COSC personnel at activation in AO.
05	Percent	Of decrease in number of stress-related casualties after establishing and implementing COSC prevention plan or program in AO.
06	Number	Of consultations on COSC prevention techniques with Soldiers or groups.
07	Number	Of consultations on COSC prevention techniques with unit leaders.
08	Number	Of education and training events on COSC prevention techniques.
09	Number	Of combat and operational stress control cases requiring evacuation from AO.
10	Percent	Of personnel that have received Warrior resilience training.

### **\*ART 6.8.4 PROVIDE PREVENTIVE DENTISTRY SUPPORT**

6-101. Military preventive dentistry incorporates primary, secondary, and tertiary preventive measures taken to reduce or eliminate oral conditions that decrease a Soldier's fitness to perform the mission and cause absence from duty. (FM 4-02.19) (USAMEDDC&S)

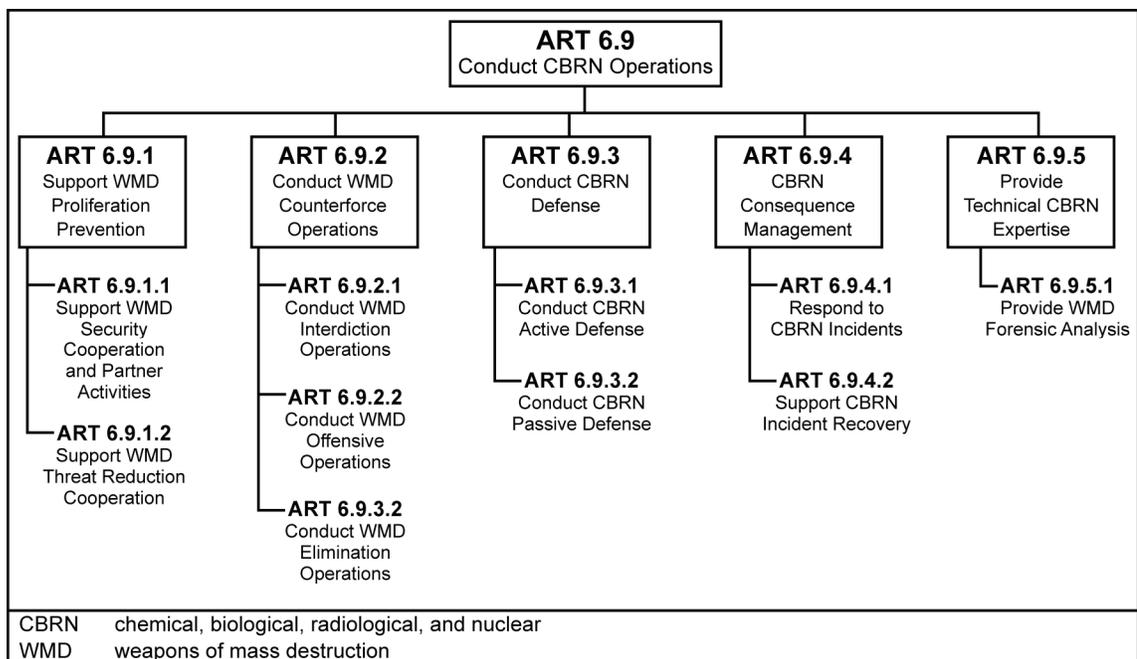
<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Preventive dentistry programs established in the area of operations (AO) prevented or reduced the number and percent of command personnel who became casualties as a result of dental disease and injury.
02	Time	To establish dental combat effectiveness program upon activation of the AO.
03	Time	To refine preventive dentistry plan after receipt of warning order.
04	Percent	Of difference between planned preventive dentistry requirements and actual requirements within the AO.
05	Percent	Of Soldiers receiving prophylaxis treatment.
06	Percent	Of Soldiers receiving fluoride varnish treatments.
07	Percent	Of Soldiers receiving prescriptions for fluoride supplement tablets.
08	Percent	Of Soldiers receiving training or education in field oral hygiene information program.
03	Time	To refine preventive dentistry plan after receipt of warning order.
04	Percent	Of difference between planned preventive dentistry requirements and actual requirements within the AO.
05	Percent	Of Soldiers receiving prophylaxis treatment.
06	Percent	Of Soldiers receiving fluoride varnish treatments.
07	Percent	Of Soldiers receiving prescriptions for fluoride supplement tablets.
08	Percent	Of Soldiers receiving training or education in field oral hygiene information program.

### **\*ART 6.8.5 PROVIDE AREA MEDICAL LABORATORY SERVICES**

6-102. Identify, evaluate, and assess health hazards in the area of operations (AO). This task includes providing chemical, biological, radiological, and nuclear (CBRN) laboratory services, endemic disease laboratory services, and environmental laboratory services. (FM 4-02) (USAMEDDC&S)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Nonavailability of laboratory services did not degrade, delay, or disrupt unit operations or endanger the health of unit personnel.
02	Time	To refine area medical laboratory services program for AO after receipt of warning order.
03	Time	To establish comprehensive area medical laboratory service plan on activation of the AO.
04	Time	Of turnaround for technical laboratory testing results.
05	Percent	Of difference between planned area medical laboratory requirements and actual requirements in AO.
06	Percent	Of planned laboratory support achieved in AO.
07	Percent	Of required laboratories at activation of AO.
08	Percent	Of required laboratory personnel available at activation of AO.
09	Percent	Of laboratory capacity in use per day in AO.
10	Number	Of toxic industrial materials identified or confirmed through laboratory testing in the AO.
11	Number	Of CBRN warfare agents identified or confirmed through laboratory testing in the AO.
12	Number	Of endemic diseases identified through laboratory testing in AO in support of diagnostic treatment at medical treatment facilities .

**#SECTION IX – ART 6.9: CONDUCT CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR OPERATIONS**



6-103. The employment of tactical capabilities that counter the entire range of chemical, biological, radiological, and nuclear (CBRN) threats and hazards through weapons of mass destruction (WMD) proliferation prevention, WMD counterforce, CBRN defense, and CBRN consequence management activities in support of operational and strategic objectives to combat WMD and operate safely in CBRN environments. (FM 3-11) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Unit could continue its mission when attacked by enemy CBRN weapons.
02	Time	To conduct area or route reconnaissance to identify the limits of CBRN weapons effects.
03	Time	To refine annex E to the operation order.
04	Time	To deploy and employ CBRN monitoring equipment.
05	Time	To identify the CBRN hazard.
06	Time	To detect the use of CBRN weapons in the area of operations (AO).
07	Time	To issue downwind hazard warnings of a CBRN attack in the AO.
08	Time	To conduct area damage control after using CBRN weapons.
09	Time	To recover unit operational capability after a CBRN attack.
10	Time	To give and understand CBRN contamination alarms and signals.
11	Time	To assume appropriate mission-oriented protective posture after warning of the use of CBRN weapons in the AO.
12	Time	To reconstitute unit to designated level of combat power after exposure to the effects of CBRN weapons.
13	Time	To coordinate for additional CBRN reconnaissance, monitoring, and decontamination assets.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
14	Time	To administer chemoprophylaxis, immunizations, pretreatments, and barrier creams for protection against CBRN warfare agents.
15	Percent	Of incidents of the use of CBRN weapons detected.
16	Percent	Of enemy delivery systems for CBRN weapons in AO identified, targeted, and destroyed.
17	Percent	Of CBRN contaminated sites in the AO that have decontamination operations initiated or completed.
18	Percent	Of friendly units in the AO that have CBRN monitoring, protective, and decontamination equipment.
19	Percent	Of on-hand CBRN equipment, necessary to protect the unit against hazards, that is mission-capable.
20	Percent	Of CBRN monitoring, protective and decontamination equipment positioned and operated correctly.
21	Percent	Of CBRN hazards correctly identified.
22	Percent	Of friendly units in the AO without adequate supplies of individual and collective monitoring and protective equipment, and decontamination materials.
23	Percent	Of reduced unit combat power from the need to defend against the use of CBRN weapons.
24	Percent	Of friendly and civilian casualties in AO from the use of CBRN weapons.
25	Number	Of instances where CBRN weapons are employed.
26	Number	And types of on-hand CBRN monitoring, protective, and decontamination equipment.
27	Number	And types of friendly systems destroyed, damaged, or rendered inoperable resulting from the use of CBRN weapons.
28	Number	Of instances where units and facilities are affected by using CBRN weapons without warning of their use.
29	Number	Of false alarms relating to using CBRN weapons.

## **≠ART 6.9.1 SUPPORT WEAPONS OF MASS DESTRUCTION PROLIFERATION PREVENTION**

6-104. Weapons of mass destruction (WMD) proliferation prevention employs tactical level capabilities to support operational and strategic non-proliferation objectives for combating WMD. Proliferation prevention includes military engagements and security cooperation and deterrence. (FM 3-11) (USACBRNS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The forces were trained.
02	Yes/No	The forces were equipped.
03	Yes/No	The forces were available to conduct essential tasks that meet the nonproliferation objectives.
04	Yes/No	The forces have conducted rehearsals for tactical-level operations.
05	Yes/No	The commander and staff conducted rehearsals within the headquarters of the essential tasks.

## **≠ART 6.9.1.1 SUPPORT WEAPONS OF MASS DESTRUCTION SECURITY COOPERATION AND PARTNER ACTIVITIES**

6-105. Weapons of mass destruction (WMD) security cooperation and partner (SC&P) activities improve or promote defense relationships and capacity of allied and partner nations to execute or support the other military mission areas to combat WMD through military-to-military contact, burden sharing arrangements, combined military activities and support to international activities. (FM 3-11) (USACBRNS)

*Note:* Activities include developing chemical, biological, radiological, and nuclear (CBRN) contacts and establishing programs for various senior official visits. These visits include foreign military CBRN sites visits, counterpart staff exchange visits, and sponsorship of or attendance at WMD-related conferences, military-to-military talks, and bilateral exercise programs that establish and develop military-to-military contacts with targeted nations.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The forces provided support to SC&P in pursuit of counter WMD.
02	Yes/No	The forces developed counter WMD programs that integrate Department of Defense security cooperation activities.
03	Yes/No	The forces participated in a multinational exercise(s).
04	Yes/No	Organizations participated in student, liaison, and equipment exchange programs.
05	Percent	Of personnel that conducted multinational counterproliferation, counterterrorism and new equipment training.

### **#ART 6.9.1.2 SUPPORT WEAPONS OF MASS DESTRUCTION THREAT REDUCTION COOPERATION**

6-106. Weapons of mass destruction (WMD) threat reduction cooperation includes activities undertaken with the consent and cooperation of host-nation authorities in a permissive environment. These activities enhance physical security and reduce, dismantle, redirect, and/or improve protection of a state's existing WMD program, stockpiles, and capabilities. (FM 3-11) (USACBRNS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit provided security for current WMD, related materials, and systems from theft, sabotage, or unauthorized use.
02	Yes/No	Unit supported efforts to ensure the safety of WMD and delivery systems from accidental or inadvertent release.
03	Yes/No	Unit maintained situational awareness of WMD safety and security issues, and communicated concerns to senior leaders.
04	Yes/No	Unit integrated commander's safety concerns, security concerns, and threat prioritization with operational-level guidance.
05	Yes/No	Unit assigned responsibilities for threat reduction cooperation and coordinated efforts with other commands.
06	Yes/No	Unit emplaced appropriate sensors.
07	Yes/No	Unit conducted monitoring operations.
08	Yes/No	Unit conducted detection operations.
09	Yes/No	Unit conducted security operations.

### **#ART 6.9.2 CONDUCT WEAPONS OF MASS DESTRUCTION COUNTERFORCE OPERATIONS**

6-107. Weapons of mass destruction (WMD) counterforce is a tactical objective to defeat the full range of chemical, biological, radiological, and nuclear (CBRN) threats before they can be employed as weapons. (FM 3-11) (USACBRNS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit utilized weapon systems designed to destroy, disrupt, or deny access to CBRN weapon targets while minimizing negative collateral effects.
02	Yes/No	Unit able to model and predict collateral effects prior to a strike on CBRN weapon targets.
03	Yes/No	Unit trained on sampling process.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
04	Yes/No	Unit had WMD materials properly labeled, double bagged and prepared for transfer.
05	Yes/No	Unit prepared WMD materials being shipped to contential United States with the correct paperwork required for entry into the country.
06	Yes/No	Unit established sample priority.
07	Yes/No	Unit maintained a strict chain of custody for every sample or specimen collected.
08	Yes/No	Unit strictly adhered to sample protocols in the laboratory.
09	Yes/No	Unit properly stored materials within the laboratory.
10	Yes/No	Unit disinfected incoming materials before entering them in the laboratory.
11	Yes/No	The laboratory recorded pertinent data about the material in the laboratory records.
12	Yes/No	The laboratory used the proper standard safety practices and service-specific directives.
13	Yes/No	The laboratory properly disposed of all hazardous waste and materials.
14	Time	To acquire, positively identify, select, and prioritize CBRN weapon targets as well as other high-value targets.
15	Time	To apportion resources to attack CBRN weapon targets as well as other high-value targets in either a deliberate or adaptive planning mode.
16	Percent	Of targets reviewed for collateral damage or effects, damage expectancy, casualties, and political ramifications or sensitivities.
17	Percent	Of targets that exceed attack guidance.
18	Percent	Of planned targets hit on time.
19	Percent	Of friendly, neutral forces, or noncombatants influenced by collateral effects from friendly attacks on CBRN-weapon targets.
20	Percent	Of known or suspected enemy CBRN targets with the preplanned using the joint targeting cycle process.

### ≠ART 6.9.2.1 CONDUCT WEAPONS OF MASS DESTRUCTION INTERDICTION OPERATIONS

6-108. Weapons of mass destruction (WMD) interdiction includes operations to track, intercept, search, divert, seize, or otherwise stop the transit of WMD, its delivery systems, or related materials, technologies, and expertise. (FM 3-11) (USACBRNS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit had capability to track, intercept, search, divert, seize or stops the transit of WMD materials, delivery systems, technologies and expertise.
02	Yes/No	Element supported the disruption and dismantlement of proliferation networks.
03	Yes/No	Element supported activities to include interception, identification, securing, disposing of, or rendering safe materials suspected to be WMD-related.
04	Yes/No	Element exercised command and control (C2) in preparation for and conduct of WMD interdiction operations.
05	Time	To coordinate joint, multinational, and interagency support.
06	Time	To develop synchronization plan for joint sea, air, and land interdiction.
07	Time	To conduct WMD interdiction target analysis.
08	Time	To issue planning guidance to subordinate component forces.
09	Time	To develop tactical intelligence for WMD interdiction requirements.
10	Time	To integrate defense capabilities (sampling, monitoring, identification, or reconnaissance).
11	Time	To conduct tactical-level risk assessment to support WMD interdiction operations.
12	Time	To establish CBRN defense information integration and connectivity.

**≠ART 6.9.2.2 CONDUCT WEAPONS OF MASS DESTRUCTION OFFENSIVE OPERATIONS**

6-109. Weapons of mass destruction (WMD) offensive operations include actions to disrupt, neutralize, or destroy a WMD threat before it can be used, or to deter subsequent use of such weapons. (FM 3-11) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Unit had available weapon systems designed to destroy, disrupt, or deny access to chemical, biological, radiological, and nuclear (CBRN) weapon targets while minimizing negative collateral effects.
02	Yes/No	Unit had capability to model and predict collateral effects prior to a strike on CBRN weapon targets.
03	Time	To acquire positively identified, selected, and prioritized CBRN weapon targets as well as other high-value targets.
04	Time	To apportion resources to attack CBRN weapon targets as well as other high-value targets in either a deliberate or adaptive planning mode.
05	Percent	Of targets reviewed for collateral damage or effects, damage expectancy, casualties, and political ramifications or sensitivities.
06	Percent	Of targets exceeding guidance.
07	Percent	Of planned targets hit on time.
08	Percent	Of friendly or neutral forces or noncombatants by collateral effects from friendly attacks on CBRN-weapon targets.
09	Percent	Of known or suspected enemy CBRN targets that have been preplanned with the joint targeting cycle process.

**≠ART 6.9.2.3 CONDUCT WEAPONS OF MASS DESTRUCTION ELIMINATION OPERATIONS**

6-110. Weapons of mass destruction (WMD) elimination includes actions undertaken in a hostile or uncertain environment to systematically locate, characterize, secure, disable, or destroy WMD programs and related capabilities. (FM 3-11) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Forces were properly trained, equipped, and available to conduct WMD elimination missions.
02	Yes/No	Staff processes and expertise were in place to coordinate WMD elimination mission elements.
03	Yes/No	Unit coordinated with proper security force to provide overwatch protection in a hostile environment.
04	Yes/No	Unit established WMD elimination specific rules of engagement.
05	Yes/No	Unit established WMD elimination specific rules for the use of force in a hostile situation.

**≠ART 6.9.2.3.1 Isolate Weapons of Mass Destruction Sites**

6-111. Isolate suspected weapons of mass destruction (WMD) sites, material, equipment, and personnel. The objective is to ensure suspected sites and materials are secure to prevent possible proliferation, pilfering, or destruction of potential forensic evidence, to avoid detaining personnel, and to prevent dispersion, contamination, or collateral effects of the release of dangerous WMD materials or agents. These actions ensure the safety of US and multinational forces and the surrounding civilian population. Forces must establish and maintain the conditions for elimination operations by securing sensitive sites. (ATTP 3-11.23) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Unit identified capabilities required.
02	Yes/No	Unit identified number of enemy forces located at the site.
03	Yes/No	Unit tied mission orders to a purpose or intent.

No.	Scale	Measure
04	Yes/No	Unit selected the general location of the work zones and the command post.
05	Yes/No	Unit selected a general area for the decontamination station.
06	Yes/No	Teams worked in buddy teams.
07	Yes/No	Teams conducted all operations within a timeframe agreed upon with the supported unit and higher headquarters.
08	Yes/No	Unit established access to hot and warm zones to ensure that only authorized personnel were permitted in those areas.
09	Yes/No	Unit established physical control of the WMD site.
10	Yes/No	When the objective was secured, the element consolidated and reorganized to support the site exploitation teams.
11	Yes/No	Unit identified and selected additional rally points.
12	Yes/No	All unit members cleaned and serviced individual protective equipment and personal protective equipment (PPE) after use.
13	Yes/No	Unit inspected all PPE.
14	Time	To develop a detailed standing operating procedures and determine key participants.
15	Time	To immediately report the discovery of a potential sensitive site.
16	Time	To conduct thorough pre-combat checks and pre-combat inspections of all unit and personnel equipment.
17	Time	To calibrate any detection equipment prior to departure.
18	Time	To conduct chemical, biological, radiological, and nuclear passive defense measures.
19	Time	To conduct leaders reconnaissance.
20	Time	To erect barriers and the establishment of perimeters.
21	Time	To coordinate for additional support.
22	Time	To identify the associated hazards and determine hazard control zones.

#### ≠ART 6.9.2.3.2 Exploit Weapons of Mass Destruction Sites

6-112. *Exploitation* at the tactical level includes actions to preserve, characterize, exploit, disable/neutralize or render safe the adversary's weapons of mass destruction (WMD) weapons, material, equipment, personnel, and infrastructure. A secondary purpose is to collect appropriate forensic evidence and intelligence. Specialized teams conduct a technical assessment of a site to determine if it contains evidence of WMD activity. A more explicit and detailed exploitation of the site (documents, personnel, sampling, and such) is then conducted if evidence of WMD activity is obtained. Exploitation may include separate operations to render safe WMD devices, material or missiles that present an immediate threat to friendly forces. (ATTP 3-11.23) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Unit coordinated sample analysis support.
02	Yes/No	Unit coordinated with Department of Defense responders such as chemical reconnaissance detachment chemical, biological, radiological, and nuclear response team and hazard response teams.
03	Yes/No	Subject matter experts and teams carefully entered and exploited every structure, facility, and vehicle on the site.
04	Yes/No	Unit secured documents, electronic media, personnel, materials, weapons, devices, and equipment.
05	Yes/No	Unit identified forensic evidence leading to attribution, prosecution, or both.
06	Yes/No	Leaders maintained situational awareness throughout the operation.
07	Time	To conduct thorough pre-combat checks and pre-combat inspections of all unit and personnel equipment.
08	Time	To conduct rehearsals of exploitation activities.

No.	Scale	Measure
09	Time	To conduct leaders reconnaissance.
10	Time	To conduct collection and initial characterization of WMD material (weapons, equipment, personnel, data, and infrastructure).
11	Time	To coordinate for additional support.
12	Time	To conduct reach back with technical experts or bring specialized personnel forward.
13	Number	Of explosive ordnance disposal units to render safe booby traps and other explosive ordnance that prevents access and exploitation.
14	Number	Of personnel found in the site.
15	Number	Of trained personnel to identify items and facilities found at the site.
16	Number	Of trained personnel who can interrogate site personnel.

**#ART 6.9.2.3.3 Perform Weapons of Mass Destruction Program Destruction Activities**

6-113. Weapons of mass destruction (WMD) program destruction activities include actions at the tactical level to destroy, dismantle, remove, transfer, or otherwise dispose of the adversary’s WMD weapons, material, equipment, personnel, and infrastructure. (ATTP 3-11.23) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Unit identified WMD system to be defeated.
02	Yes/No	Unit neutralized suspect WMD-related agent or material.
03	Yes/No	Unit maintained control of material related to WMD elimination mission.
04	Yes/No	Unit contained WMD-related material for final disposition to include defeat, neutralization, storage, or transport.
05	Yes/No	Unit coordinated security support for the WMD elimination mission.
06	Time	To plan for the disposition phase of elimination operations.
07	Time	To conduct thorough pre-combat checks and pre-combat inspections of all unit and personnel equipment.
08	Time	To conduct rehearsals of exploitation activities.
09	Time	To conduct leaders reconnaissance.
10	Time	To coordinate for additional support.
11	Time	To identify forensic evidence in support of elimination mission.

**#ART 6.9.2.3.4 Support Weapons of Mass Destruction Monitoring and Redirection Activities**

6-114. Monitoring and redirection includes actions to convert weapons of mass destruction (WMD) programs, personnel, sites, and facilities to prevent transfer, reconstitution, and misuse of residual dual-use capabilities. (ATTP 3-11.23) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Unit facilitated and maintained positive surveillance of former or potential WMD programs.
02	Yes/No	Unit provided support to U.S. and host-nation (HN) government agencies that conduct monitoring and redirection activities.
03	Yes/No	Unit facilitated the receiving and sustainment of specialist and expert personnel.
04	Yes/No	Unit used protective packaging for the safe containment and transportation of WMD materials.
05	Yes/No	Unit continued maintenance of perimeters and barriers to control interaction with the WMD site.
06	Yes/No	Unit converted WMD programs, personnel, sites, and facilities to prevent transfer, reconstitution, and misuse of residual dual-use capabilities.
07	Yes/No	Unit identified HN requirements in support of the threat reduction cooperation mission.
08	Yes/No	Unit identified logistic support for the new operation.

## ≠ART 6.9.3 CONDUCT CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR (CBRN) DEFENSE

6-115. Chemical, biological, radiological, and nuclear (CBRN) defense includes measures taken to minimize or negate the vulnerabilities and/or effects of a CBRN incident. (FM 3-11) (USACBRNS)

*Note:* ART 6.9.3 employs both active and passive CBRNE capabilities.

No.	Scale	Measure
01	Yes/No	Element integrated CBRN active and passive defense measures in mission planning.
02	Yes/No	For CBRN defense procedures, unit planned and coordinated with other defense operations.
03	Yes/No	All individuals who participated in CBRN defense trained in the concept.
04	Time	To issued threat warning after launch of CBRN weapons.
05	Percent	Of attacked targets by enemy CBRN-weapon.
06	Percent	Of CBRN enemy attacks intercepted.
07	Number	Of U.S. casualties both combatant and noncombatant.
08	Number	Of classified false alarms.

### ≠ART 6.9.3.1 CONDUCT CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR (CBRN) ACTIVE DEFENSE

6-116. Chemical, biological, radiological, and nuclear (CBRN) active defense includes measures to defeat an attack with CBRN weapons by employing actions to divert, neutralize, or destroy those weapons or their means of delivery while en route to their target. (FM 3-11) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Unit detected planned CBRN terrorist actions and neutralized their effects.
02	Time	To issue threat warning after launch of CBRN weapons.
03	Percent	Of enemy CBRN-weapon attacks that reached target.
04	Percent	Of enemy CBRN attacks unit intercepted.
05	Percent	Of destroyed CBRN-capable artillery.
06	Number	Of identified as U.S. casualties, both combatant and noncombatant.
07	Number	Of classified false alarms.

### ≠ART 6.9.3.2 CONDUCT CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR (CBRN) PASSIVE DEFENSE

6-117. Chemical, biological, radiological, and nuclear (CBRN) passive defense includes measures taken to minimize or negate the vulnerability to, and effects of, CBRN attacks. This mission area focuses on maintaining the ability to continue military operations in a CBRN environment. (FM 3-11) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Element continued the mission after CBRN attack.
02	Yes/No	Element mitigated the immediate effects of a CBRN attack.
03	Yes/No	Element detected and reported CBRN Contamination.
04	Yes/No	Unit provided CBRN threat, hazard, and intelligence to support the common operational picture.
05	Yes/No	Unit implemented measures to protect personnel equipment, critical assets, and facilities.
06	Yes/No	Unit implemented protective measures to anticipated terrorists, weapons of mass destruction, and CBRN hazards.

No.	Scale	Measure
07	Yes/No	Element decontaminated what was necessary only.
08	Time	To provide CBRN decontamination to restore operational capability.
09	Time	To prepare for CBRN attack.
10	Time	To move element or system(s) to the minimum safe distance from a predicted nuclear strike.
11	Time	To prepare and transmitted effective downwind message chemical downwind message.
12	Time	To conduct CBRN reconnaissance and surveillance.
13	Time	To implement chemoprophylaxis.
14	Percent	Of casualties due to the effects of CBRN attack.
15	Percent	Of combat power needed to prepare for a CBRN attack.
16	Percent	Of trained personnel on hand to prepare for a CBRN attack.
17	Percent	Of inoperable system(s) due to CBRN attack.
18	Percent	Of casualties, equipment, and supplies lost due to the nonavailability of CBRN protective equipment.
19	Percent	Of collective protection assets available.
20	Percent	Of decontamination assets available.

**#ART 6.9.3.2.1 Avoid Chemical, Biological, Radiological, and Nuclear (CBRN) Contamination**

6-118. Contamination avoidance includes individual and/or unit measures taken to reduce the effects of chemical, biological, radiological, and nuclear (CBRN) hazards. (FM 3-11) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Unit continued its mission when following an attack by enemy CBRN weapons.
02	Time	To detect the use of CBRN weapons in the area of operation (AO).
03	Time	To conduct route reconnaissance to determine locations where effects of CBRN weapons are present and to determine the degree of contamination along selected routes.
04	Time	To conduct area reconnaissance to determine limits of the effects of CBRN weapons.
05	Time	To refine the operations order to avoid or limit contact with contaminated areas.
06	Time	To utilize the CBRN warning and reporting system to send reports of CBRN attacks.
07	Time	To employ CBRN monitoring equipment.
08	Time	To identify CBRN hazards.
09	Time	To mark likely entry points into contaminated areas.
10	Time	To conduct contamination control, such as bypassing, exposing only the absolute minimum number of personnel and equipment, encapsulating personnel and equipment, covering equipment and supplies, and relocating.
11	Time	To obtain medical specimens for suspected biological or chemical hazards.
12	Time	To identify CBRN warfare agents from medical specimens.
13	Percent	Of detected and identified CBRN contamination in the AO.
14	Percent	Of identified friendly units in the AO that have CBRN Monitoring equipment.
15	Percent	Of identified on-hand CBRN equipment required to protect the unit against hazards, which is mission-capable.
16	Percent	Of positioned and operated CBRN monitoring equipment.
17	Percent	Of modified courses of action due to the presence of CBRN contamination.
18	Percent	Of recorded number of instances in which a CBRN hazard is correctly identified.
19	Percent	Of recorded number of instances in which a CBRN hazard is incorrectly identified as harmless.

No.	Scale	Measure
20	Percent	Of recorded number of instances in which a harmless sample is incorrectly identified as a CBRN hazard.
21	Number	Of identified quantity and types of on-hand CBRN monitoring equipment.
22	Number	Of identified quantity and types of friendly systems destroyed, damaged, or rendered inoperable due to contact with CBRN contamination.
23	Number	Of identified friendly or civilian casualties in AO resulting from contact with CBRN contamination.
24	Number	Of identified casualties due to incorrect identification of CBRN hazards.

**≠ART 6.9.3.2.1.1 Conduct Chemical, Biological, Radiological, and Nuclear Reconnaissance**

6-119. Chemical, biological, radiological, and nuclear (CBRN) reconnaissance detects the presence of and identifies the type and extent of CBRN hazards in the area of operations (AO) which restrict unprotected maneuver. Reconnaissance assists commanders with decisions that aid in the preservation of combat power, enable continued combat operations, and enable control of CBRN material. (FM 3-11.19) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Element continues its mission following an attack by enemy CBRN weapons.
02	Time	To conduct area reconnaissance to determine limits of the effects of the use of CBRN weapons.
03	Time	To refine annex E to the operation order.
04	Time	To detect the use of CBRN weapons in the AO.
05	Time	To issue downwind hazard warnings of a CBRN attack in the AO.
06	Time	To conduct area damage control after the use of CBRN weapons.
07	Time	To recover unit operational capability after a CBRN attack.
08	Time	To assume appropriate mission-oriented protective posture after warning of use of CBRN weapons in the AO.
09	Percent	Of identified, targeted, and destroyed enemy CBRN weapons delivery systems in AO.
10	Percent	Of identified CBRN-contaminated sites in the AO that have decontamination operations initiated or completed.
11	Percent	Of identified units in the AO that have CBRN monitoring equipment.
12	Percent	Of identified on-hand CBRN equipment, necessary to protect the unit against hazards, that is mission-capable.
13	Percent	Of identified CBRN monitoring equipment positioned and operated correctly.
14	Percent	Of identified friendly units in the AO lacking supplies of individual and collective protective equipment and decontamination materials.
15	Percent	Of identified friendly and civilian casualties in AO as a result of the use of CBRN weapons.
16	Number	Of determined types of friendly systems destroyed, damaged, or rendered inoperable as a result of the use of CBRN weapons.

**≠ART 6.9.3.2.1.2 Conduct Chemical, Biological, Radiological, and Nuclear (CBRN) Surveillance**

6-120. Chemical, biological, radiological, and nuclear (CBRN) surveillance is the systematic observation of aerospace, surface, or subsurface areas, places, persons or things, by visual, aural, electronic, photographic or other means. CBRN surveillance facilitates situational awareness and maintenance of an accurate, high fidelity, real-time picture of the operational environment as changes occur. CBRN surveillance involves standoff or point (including those remotely dispersed, unmanned and unattended) means to detect the presence or absence of hazards. (FM 3-11.19) (USACBRNS)

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<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit included CBRN surveillance priority intelligence requirements in the intelligence, surveillance, and reconnaissance plan.
02	Yes/No	CBRN surveillance assets were employed based on the intelligence preparation of the battlefield and vulnerability planning.
03	Yes/No	CBRN assets were available against the number of CBRN specific named areas of interest.
04	Yes/No	Unit established the CBRN warning and reporting system.
05	Yes/No	Biological surveillance plan contained the following: meteorological assessment, duration of operation for detectors and/or collectors, detector array employment, number of detectors required, and distance between detectors and/or collectors.
06	Yes/No	Unit occupied observation posts to over watch the designated area.
07	Yes/No	Unit detected and located contamination from an attack that could impact on location or upwind units.
08	Time	To determine when the hazard has diminished to enough to allow mission oriented protective posture level reduction.

**≠ART 6.9.3.2.1.3 Conduct Chemical, Biological, Radiological, and Nuclear (CBRN) Sample Management**

6-121. Chemical, biological, radiological, and nuclear (CBRN) sample management is the process that includes the collection, packaging, transport, storage, transfer, accountability, and reporting associated with environmental samples and medical specimens related to CBRN hazards in order to inform military decisionmaking for operations, medical support, and potential exploitation. (FM 3-11) (USACBRNS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit handled and processed contaminated and infectious equipment, samples, residues, animal remains, and waste.
02	Yes/No	Unit contained contaminated and infectious equipment, samples, residues, animal remains, and waste.
03	Yes/No	Unit safely stored contaminated and infectious equipment, samples, residues, animal remains, and waste.
04	Yes/No	Unit safely transported contaminated and infectious equipment, samples, residues, animal remains, and waste.
05	Yes/No	Unit outlined procedures of the chain of actions and associated processes from collection or identification (through processing and storage) to disposition actions.
06	Yes/No	Unit outlined procedures on how to gather samples and adhered to chain of custody of contaminated and infectious evidence.
07	Yes/No	Unit addressed procedures on how to transfer custody of contaminated and infectious evidence.
08	Yes/No	Unit identified personnel to wear personal protective equipment.
09	Yes/No	Unit ensured personnel wore appropriate personal protective equipment.
10	Yes/No	Unit appointed a safety officer to monitor operations in weapons of mass destruction (WMD) environments.
11	Yes/No	Unit identified and used appropriately contaminated and noncontaminated transportation routes.
12	Yes/No	Unit followed procedures to prevent secondary exposure and threats of WMD.

**≠ART 6.9.3.2.2 Protect Friendly Forces Against Chemical, Biological, Radiological, and Nuclear Hazards**

6-122. Measures that are taken to keep chemical, biological, radiological, and nuclear (CBRN) threats and hazards from having an adverse effect on personnel, equipment, or critical assets and facilities. (FM 3-11) (USACBRNS)

*Note:* ART 6.9.3.2.2 employs protective measures included hardening of systems and facilities, preventing or reducing individual and collective exposures and applying chemoprophylaxis.

No.	Scale	Measure
01	Yes/No	Element implements protective measures to all anticipated threats to include terrorists and the use of weapons of mass destruction or other CBRN hazards.
02	Yes/No	Element or installation detected and identified CBRN incidents.
03	Yes/No	Element or installation ensured that all emergency response personnel received necessary training to respond to a terrorist CBRN attack.
04	Yes/No	Unit employed protective measures included hardening of systems and facilities, preventing or reducing individual and collective exposures, and applying chemoprophylaxis.
05	Yes/No	Unit trained a number of unit individuals in proper use of personal protective equipment (PPE).
06	Yes/No	Unit issued individual Soldiers PPE.
07	Time	To protect personnel, maintain critical military missions, and resume essential operations.
08	Time	To warn and report a CBRN attack and the presence of contamination.
09	Time	To provide appropriate medical protection, diagnosis, and treatment for CBRN effects.
10	Percent	Of individual and collective protection equipment assets available to the unit.

#### ≠ART 6.9.3.2.3 Perform Chemical, Biological, Radiological, and Nuclear (CBRN) Decontamination

6-123. Decontamination is the process of making any person, object or area safe by absorbing, destroying, neutralizing, making harmless or removing chemical or biological agents or by removing radioactive material clinging to or around it. (FM 3-11) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Unit continued its mission after decontaminating its personnel and systems.
02	Time	To delay execution of the unit concept of operations by decontamination procedures.
03	Time	To determine an appropriate decontamination site incorporating environmental considerations.
04	Time	To determine the extent of contamination.
05	Time	To move the required decontamination equipment to the decontamination site and obtain the necessary decontamination supplies.
06	Time	To decontaminate individuals, equipment, and systems.
07	Percent	Of identified unit personnel and equipment requiring decontamination.
08	Percent	Of identified unit personnel proficient in conducting decontamination operations.
09	Percent	Of identified on-hand decontamination equipment and supplies.
10	Percent	Of identified mission-capable, on-hand decontamination equipment.
11	Percent	Of identified personnel and equipment requiring decontamination.
12	Percent	Of identified types of mission-capable and on-hand decontamination equipment.
13	Percent	Of identified casualties due to improper and incomplete decontamination.

#### ≠ART 6.9.4 CONDUCT CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR CONSEQUENCE MANAGEMENT

6-124. Chemical, biological, radiological, and nuclear (CBRN) consequence management (CM) comprises those CM actions taken to plan, prepare for, respond to, and recover from CBRN incidents that require force and resource allocation beyond passive defense capabilities. (FM 3-11.21) (USACBRNS)

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<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit ensured Department of Defense plans and policies for CM operations were in place.
02	Time	To coordinate emergency response plan with civil authorities.
03	Time	To identify relevant participants and determine roles and responsibilities via approved exercise.
04	Time	To develop options for decision makers.
05	Time	To assess consequences and facilitate follow-on support.
06	Time	To deploy reaction teams.
07	Time	To establish plans to distribute medicines and medical supplies when protectively isolated, fearful of the public, or concerned for security.
08	Time	To develop specific entry and exit plans in concert with local, state, and federal response plans.
09	Time	To establish coordination, communication, and contingency plans for joint and government or industry via approved exercises.
10	Time	To establish mechanisms and processes for sharing information on stockpiles and surge capacities via approved exercises.
11	Time	To establish alert and notification mechanisms via approved exercises.
12	Percent	Of forwarded actions, with developed protections against failure.
13	Percent	Of medical CM teams were available.

**#ART 6.9.4.1 RESPOND TO CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR INCIDENTS**

6-125. Chemical, biological, radiological, and nuclear (CBRN) response addresses the short-term, direct effects of a CBRN incident. The major functions performed by response units are safeguarding lives, preserving health and safety, securing and eliminating the hazard, protecting property, preventing further damage to the environment, and maintaining public confidence in the government's ability to respond to a CBRN incident. (FM 3-11.21) (USACBRNS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit provided command and control (C2) of weapons of mass destruction (WMD) consequence management operations for Department of Defense (DOD) and non-DOD forces.
02	Yes/No	Unit provided guidance and procedures for WMD consequence management operations.
03	Yes/No	Unit synchronized C2 activities with other WMD C2 operations and higher headquarters for information sharing and decision support.
04	Yes/No	Unit ensured processes existed to integrate networked detectors to monitor the WMD incident zone.
05	Yes/No	Unit ensured procedures existed to establish and operate a WMD consequence management response C2 structure.
06	Yes/No	Unit ensured WMD consequence management C2 operations and activities were interoperable with participating forces.
07	Yes/No	Unit ensured C2 structure was established for WMD consequence management response.
08	Yes/No	Unit provided accurate WMD consequence management information to decision makers.
09	Yes/No	Unit provided appropriate WMD consequence management recommendations to decision makers.
10	Yes/No	Unit ensured mechanism existed to capture lessons learned.
11	Yes/No	Unit managed effectively the WMD incident information at the tactical level.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
12	Yes/No	Unit ensured standardized WMD hazard alarm, warning, and reporting formats and procedures were interoperable with interagency partners.
13	Yes/No	Unit integrated WMD incident data into the common operational picture.
14	Yes/No	Unit ensured mechanism existed to rapidly disseminate WMD incident threat intelligence.
15	Yes/No	Unit ensured information on the operational impact of WMD events was integrated into the common operational picture.
16	Yes/No	Unit operated and supported the CBRN warning and reporting system.
17	Yes/No	Unit briefed participating forces on risks, hazards, and appropriate safety measures.
18	Yes/No	Unit debriefed participants upon leaving the hazard zone to collect information and identify potential secondary hazards.
19	Yes/No	Unit ensured procedures existed to conduct communications regarding the WMD incident and identified and projected hazards.
20	Yes/No	Unit ensured procedures existed to establish mutually supporting tactical- and field-level WMD reporting system that disseminates appropriate WMD consequence management intelligence and information, including potential and secondary hazards.
21	Yes/No	Unit communicated hazards that developed during the operational cycle to all key personnel at the hazard site.
22	Yes/No	Unit ensured procedures existed to contain and control contamination.
23	Yes/No	Unit ensured procedures existed to standardize the marking of hazard areas.
24	Yes/No	Unit ensured procedures existed to direct the identifying of hazard areas.
25	Yes/No	Unit ensured procedures existed to direct uncontaminated access to the incident site.
26	Yes/No	Unit ensured procedures existed to control access to and from the hazard areas.
27	Yes/No	Unit ensured procedures existed to provide movement control of the affected population.
28	Yes/No	Unit ensured measures existed to enforce isolation and quarantine events.
29	Yes/No	Unit conducted crowd control.

#### ≠ART 6.9.4.1.1 Assess Chemical, Biological, Radiological, and Nuclear (CBRN) Incidents

6-126. Assessment activities provide the ability to predict future requirements to make necessary planning and operational adjustments. Assessment activities include threat, readiness, plans, and associated tactics, techniques, and procedures, detection and analysis, and surveillance. (FM 3-11.21) (USACBRNS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit conducted deliberate assessments of sites within its area of operations (AO).
02	Yes/No	Unit prepared to conduct consequence management operations against potential existing sites, if needed.
03	Yes/No	Unit identified specified and implied mission task for CBRN response units.
04	Time	To gather as much information and intelligence as possible on the site. Information may include the following: background information on the site, imagery, maps and site sketches, routes in and out, and potential staging areas.
05	Time	To identify sample information such as the types of CBRN agents or materials that may be present.
06	Number	Of identified potential CBRN hazards and sites within the AO.
07	Number	Of identified personnel who work on the site.

#### ≠ART 6.9.4.1.2 Conduct Victim and Casualty Search, Rescue and Extraction

6-127. Conduct chemical, biological, radiological, and nuclear (CBRN) victim and casualty search, rescue, and extraction operations using established procedures while operating in a potential contaminated

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environment. Evacuating casualties to hot-zone egress points and into decontamination site, and evacuating non-contaminated victims to appropriate medical or mass care facilities. (FM 3-11.21) (USACBRNS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Procedures existed to locate, rescue, and extract victims and casualties in a hazardous environment.
02	Yes/No	Unit established command and control element.
03	Yes/No	Unit established hazard zone control and zone operations in support of search, rescue, and extraction.
04	Yes/No	Search and rescue processing centers were established and operational.
05	Yes/No	Unit established proper personal protective equipment guidelines.
06	Yes/No	Measures existed to protect weapons of mass destruction victims and casualties from the effects of weapons of mass destruction and secondary hazards while in the hazardous zone.
07	Yes/No	Unit determined and established search routes.
08	Yes/No	Personnel protected victims and casualties from further contamination, exposure, or injury.
09	Yes/No	Unit coordinated, prepared, and staged search and rescue with extraction equipment.
10	Yes/No	Unit established communications.
11	Yes/No	Unit sent status reports.
12	Yes/No	Units marked buildings in accordance with established search protocols.
13	Yes/No	Unit performed CBRN casualty assessment.
14	Yes/No	Units conducted buddy aid.

#### **#ART 6.9.4.2 SUPPORT CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR INCIDENT RECOVERY**

6-128. Chemical, biological, radiological, and nuclear (CBRN) recovery operations occur within the context of consequence management and include those actions taken to maintain or restore essential services and manage and mitigate the consequences resulting from a CBRN incident, to include the treatment and decontamination of mass casualties, as well as processing contaminated remains. (FM 3-11.21) (USACBRNS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit took action to manage and mitigate the consequences resulting from a CBRN incident.
02	Yes/No	Unit revised the mission-recovery plan prior to and during the recovery phase.
03	Yes/No	Unit coordinated to ensure the transfer of tasks between civil authorities and military support commanders is understood and completed.
04	Yes/No	Unit mission recovery plan addressed logistic support and resupply, protection, documentation, and reporting requirements.
05	Yes/No	Unit identified resource expenditures, losses, and environmental exposure data necessary to estimate long- and short-term health effects.
06	Yes/No	Unit provided force health protection and health service support to include personal protection, casualty-handling operations, medical screening and documentation, and critical-incident stress management.
07	Yes/No	Unit provided liaison with federal, state, local, host-nation officials on health services support activities.
08	Time	To reestablish full mission capability, develop the short- and long-term recovery requirements.
09	Time	To decontaminate equipment, infrastructure, and terrain.

No.	Scale	Measure
10	Time	To assist with segregating and isolating contaminated areas or materials, monitoring operations, and securing the contaminated area.
11	Time	To conduct redeployment planning and operations.
12	Number	Of military support requested to transport affected population; assist with decontamination efforts.

#### ≠ART 6.9.4.2.1 Conduct Emergency Medical Treatment of Contaminated Personnel

6-129. To evaluate and properly treat contaminated personnel, they must be triaged, decontaminated, and classified to the type and seriousness of illness or injury. Medical management of contaminated casualties includes triage, basic medical treatment, decontamination, emergency medical treatment, advanced trauma management, evacuation, and continually protect them from the chemical, biological, radiological, and nuclear elements. (FM 4-02.7) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Unit established a patient decontamination site.
02	Yes/No	Unit accomplished initial triage, emergency medical treatment, and decontamination on the dirty side of the hot line.
03	Yes/No	Unit rendered life-sustaining care, as required, without regard to contamination.
04	Yes/No	Unit accomplished secondary triage, advanced trauma management, and patient disposition on the clean side of the hot line.
05	Yes/No	When applicable, unit implemented isolation and quarantine plans and procedures.
06	Percent	Of patients requiring decontamination before receiving medical treatment.
07	Percent	Of medical treatments degraded, delayed, or modified due to the inability to perform patient decontamination.

#### ≠ART 6.9.4.2.2 Conduct Mass Casualty Decontamination Operations

6-130. Mass casualty decontamination (MCD) is required when a chemical, biological, radiological, and nuclear (CBRN) incident results in a large number of casualties that require support from external forces. Personnel processing through a MCD operation may not have personal protective equipment and will require a fast, efficient, and effective decontamination process. In addition to a rapid response, MCD operations require large numbers of response personnel, equipment, and supplies. (FM 3-11.21) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Unit prioritized the decontamination process if number of victims exceed capability of responding unit.
02	Yes/No	Unit selected correct decontamination method.
03	Yes/No	Unit determined the need for personnel protection.
04	Yes/No	Unit properly received and accounted for personal property and determined its decontamination priority.
05	Yes/No	Unit controlled contaminated waste and runoff.
06	Yes/No	Unit continued to assess the effectiveness of decontamination method throughout the decontamination operation.
07	Time	To identified substance to set up hazard control zone.
08	Time	To establish site control measures.
09	Time	To establish triage.
10	Time	To process casualties from arrival at triage to departure from decontamination station.
11	Number	Of casualties decontaminated.

**#ART 6.9.4.2.3 Process Contaminated Remains**

6-131. Contaminated human remains of US personnel must be effectively decontaminated. These procedures minimize the risk of personnel who come into contact with the human remains. This process begins at determination of contamination of the remains through decontamination of the remains. Special attention should be paid to safety and sanitation. (FM 4-20.64) (USACBRNS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit established mass mortuary operations in a weapons of mass destruction environment.
02	Yes/No	Unit collected contaminated human remains.
03	Yes/No	Unit ensured procedures existed for chain of actions associated with contaminated human remains processing.
04	Yes/No	Unit ensured procedures adequately addressed the safe recovery and handling, packaging, marking, decontamination, processing, storage, and preparation for transport of remains and personal effects.
05	Yes/No	Unit handled, processed, stored, and transported safely human remains contaminated with chemical, biological, radiological, and nuclear materials.
06	Yes/No	Personnel qualified to wear personal protective equipment.
07	Yes/No	Personnel wore appropriate personal protective equipment.
08	Yes/No	Unit decontaminated human remains.
09	Yes/No	Unit ensured adequate rest cycles for personnel conducting decontamination of human remains.
10	Yes/No	Unit ensured compliance with procedures for contaminated material and wastewater disposal.

**#ART 6.9.5 PROVIDE TECHNICAL CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR EXPERTISE**

6-132. Technical chemical, biological, radiological, and nuclear (CBRN) expertise allows commanders to make informed decisions regarding the use of weapons of mass destruction (WMD) counterforce, CBRN defense, and CBRN consequence management capabilities. These tasks include CBRN threat assessments, CBRN vulnerability assessments, CBRN hazard modeling, CBRN warning and reporting, providing WMD forensic analysis, as well as integration with medical and health surveillance, casualty management, mortuary affairs, laboratory analysis, and preventive medicine. (ATTP 3-11.36) (USACBRNS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit ensured tactical intelligence collection, analysis, and dissemination processes were in place.
02	Yes/No	Unit collaborated and shared tactical situational awareness.
03	Yes/No	Unit disseminated information in near real time.
04	Yes/No	Unit assessed support levels of selected tactical activities.
05	Yes/No	Unit identified information requirements and processes from tactical WMD intelligence guidance.
06	Yes/No	Unit assessed the WMD operations environment.
07	Yes/No	Unit ensured WMD hazard predictive modeling information was available to the commander.
08	Yes/No	Unit assessed and characterized the impact of WMD hazard on tactical consequence management operations.
09	Yes/No	Unit ensured staff intelligence, surveillance, and reconnaissance asset assessed WMD and secondary hazards.
10	Yes/No	Unit processed WMD threat intelligence rapidly to meet needs of commanders.

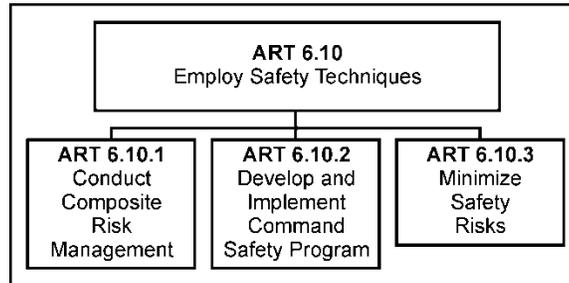
<b>No.</b>	<b>Scale</b>	<b>Measure</b>
11	Yes/No	Unit disseminated WMD information in near real time.
12	Yes/No	Unit ensured WMD information was available to all units and teams in the operational area.
13	Yes/No	Unit checked the atmosphere for WMD hazards.
14	Yes/No	Unit checked surfaces for WMD hazards.
15	Yes/No	Unit checked water for WMD hazards.
16	Yes/No	Unit checked the presence WMD hazards on humans, animals, and human remains.
17	Yes/No	Unit ensured dual-purpose units were trained and prepared to conduct WMD reconnaissance missions.
18	Time	To assess and characterize the WMD threat in the operational area.
19	Time	To assess potential implications and impacts to support of WMD consequence management in the operational area.
20	Time	To conduct CBRN vulnerability assessment.

### **ART 6.9.5.1 CONDUCT WEAPONS OF MASS DESTRUCTION FORENSIC EVIDENCE COLLECTION**

6-133. Weapons of mass destruction (WMD) forensic evidence collection is conducted after a WMD incident to establish facts for attribution. The analysis of WMD forensic evidence has produced emerging needs and capabilities in support of intelligence functions, operational activities, protection, host-nation legal support, personnel recovery, and identification of superiority in different environments. (ATTP 3-11.23) (USACBRNS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit collected WMD material in accordance with applicable law, policies, and regulation that govern WMD operations.
02	Yes/No	Unit obtained legal coordination and authorization with appropriate government agency prior to WMD forensic evidence collection.
03	Yes/No	Unit conducted appropriate collection and handling procedures.
04	Yes/No	Force included personnel trained in collection and handling procedures for WMD forensic evidence.
05	Yes/No	Unit had protective packages and containers available to safely package and transport materials.
06	Yes/No	Unit located and safeguarded key witnesses documents and other forensic evidence related to key ongoing or potential investigations.
07	Yes/No	Unit processed items of evidence for forensics analysis.
08	Yes/No	Unit maintained chain of custody.

**SECTION X – ART 6.10: EMPLOY SAFETY TECHNIQUES**



6-134. Safety in the protection warfighting function identifies and assesses hazards to the force and makes recommendations on ways to mitigate those hazards. Responsibility for safety starts with the commander and continues through the chain of command to individuals. All staffs understand and factor into their analysis how their execution recommendations could adversely affect Soldiers. (FM 5-19) (CRC)

**ART 6.10.1 CONDUCT COMPOSITE RISK MANAGEMENT**

6-135. Identify and control hazards to protect the force and increase the chance of mission accomplishment. Use risk management throughout the conduct (planning, preparing, executing, and assessing) of missions to recommend how to reduce tactical and accidental risk. ART 6.10.1 includes the requirement to establish, communicate, and enforce controls that reduce the risk of tactical and accident hazards. (FM 5-19) (CRC)

No.	Scale	Measure
01	Yes/No	Unit established, communicated, and enforced tactical and accident hazard controls.
02	Yes/No	Probability of successful mission accomplishment increased because of risk management.
03	Yes/No	Casualties and vehicle or building damage reduced because of the use of risk management techniques.
04	Yes/No	Environmental considerations planning and procedures were present and being followed.
05	Time	To employ risk management.
06	Time	To communicate controls or changes to force.
07	Percent	Of identified significant risks to mission accomplishment and force protection.
08	Percent	Of identified risks that are determined to be acceptable by the commander.
09	Percent	Of force affected by identified accident hazards.
10	Percent	Of hazards identified and mitigated to include environmental hazards.
11	Percent	Of residual risk accepted.
12	Percent	Of force affected by unidentified accident hazards.
13	Number	And types of hazards not identified affecting operation or casualties.
14	Number	Of controls averting identified accident hazards.
15	Number	Of controls averting unidentified accident hazards.

**ART 6.10.2 DEVELOP AND IMPLEMENT COMMAND SAFETY PROGRAM**

6-136. Develop and implement command safety and occupational health, risk management, and accident prevention programs. (FM 5-19) (CRC)

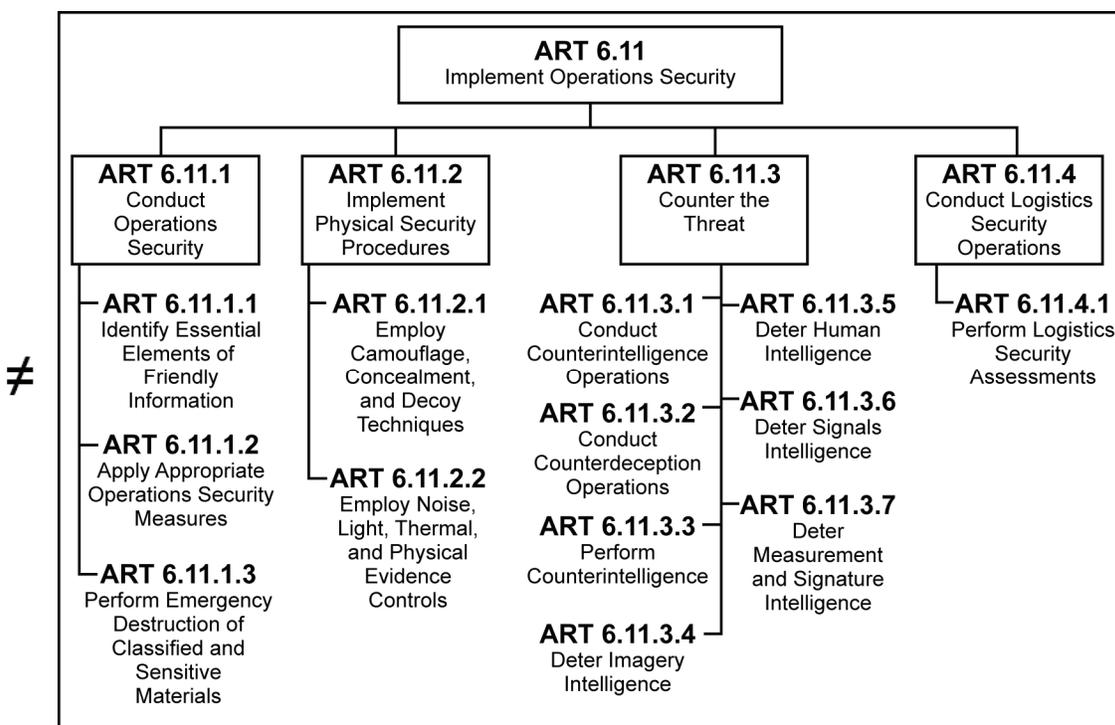
No.	Scale	Measure
01	Yes/No	The command's published safety program incorporated the commander's safety philosophy and had realistic safety goals, objectives, and priorities.
02	Time	To modify command safety program to include new safety hazards.
03	Number	Of measures introduced to mitigate risk as a result of the risk assessment.
04	Number	Of violations of command safety program occurring within a given time.
05	Number	Of safety hazards not covered initially by command safety program.

### ART 6.10.3 MINIMIZE SAFETY RISKS

6-137. Ensure that programs are in place to identify potential safety threats, to apply risk management, and to take action to abate such risks. (FM 5-19) (CRC)

No.	Scale	Measure
01	Time	To complete accident investigation and report.
02	Percent	Of accidents attributed to human error in last 12 months.
03	Number	Of fatalities in last 12 months.
04	Number	Of man-hours lost because of accidents in last 6 months.
05	Number	Of people with lost time because of contact with hazardous materials.
06	Number	Of people with lost time because of nonwork-related accidents.
07	Number	Of people with lost time because of work-related accidents

## SECTION XI – ART 6.11: IMPLEMENT OPERATIONS SECURITY



6-138. Operations security is a process of identifying essential elements of friendly information and subsequently analyzing friendly actions attendant to military operations and other activities to identify those actions that can be observed by adversary intelligence systems; determine indicators that hostile

intelligence systems might obtain that could be interpreted or pieced together to derive critical information in time to be useful to adversaries; and select and execute measures that eliminate or reduce to an acceptable level the vulnerabilities of friendly actions to adversary exploitation. (FM 3-13) (USACAC)

### **ART 6.11.1 CONDUCT OPERATIONS SECURITY**

6-139. Identify essential elements of friendly information (EEFI) and subsequently analyze friendly actions attendant to military operations and other activities. ART 6.11.1 identifies actions that can be observed by adversary intelligence systems and determines indicators adversary intelligence systems might obtain that could be interpreted or pieced together to derive EEFI in time to be useful to adversaries. ART 6.11.1 also involves selecting and executing measures that eliminate or reduce to an acceptable level the vulnerabilities of friendly actions to adversary exploitation. (FM 3-13) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Operations security (OPSEC) compromised degraded, delayed, or modified unit operation.
02	Time	To refine OPSEC appendix to the operation order.
03	Time	To complete OPSEC assessment in the area of operations (AO).
04	Time	To identify possible compromises of EEFI in AO.
05	Time	To identify EEFI for an operation.
06	Percent	Of increased or decreased number of security violations on combat net radios in the AO within a given period.
07	Percent	Of enemy sensor coverage in AO known to friendly forces.
08	Percent	Of successful enemy attempted penetration of friendly information systems.
09	Percent	Of information systems administrators and operators who have current OPSEC training.
10	Percent	Of identified friendly vulnerabilities in AO exploited by enemy actions.
11	Percent	Of friendly troop movements conducted without the possibility of enemy overhead surveillance (satellite and manned and unmanned aerial reconnaissance platforms).
12	Percent	Of units, facilities, and installations protected from enemy observation or surveillance.
13	Percent	Of electronic communications in AO encrypted or secured.
14	Percent	Of message traffic in AO exploited by enemy.
15	Percent	Of friendly emitters in AO exploited by enemy.
16	Percent	Of EEFI items covered by two or more measures.
17	Percent	Of enemy capabilities not covered by OPSEC measures covered by other elements such as deception, and electronic warfare.
18	Percent	Of friendly plan determined from self-monitoring of EEFI.
19	Percent	Of OPSEC measures previously assessed unsatisfactory that have improved based on assessment.
20	Percent	Of OPSEC measures selected tied to vulnerability analysis.
21	Percent	Of OPSEC planners who accommodate measures required to protect trusted agent planning such as given access.
22	Percent	Of OPSEC planners who have access to compartmented planning efforts.
23	Percent	Of OPSEC planners who have input to and receive guidance and results from higher headquarters OPSEC plans and surveys.
24	Percent	Of OPSEC surveys reflected in OPSEC plans.
25	Percent	Of routine actions with timing or location changed at least weekly.
26	Percent	Of units equipped with antisurveillance sensor and sensor jamming devices.
27	Percent	Of vulnerabilities tied to specific enemy capabilities by planners.
28	Number	And types of information needed by the commander to make decisions listed as EEFI.
29	Number	Of security violations on combat net radios in the AO.
30	Number	Of instances of friendly force operational patterns repeated in the AO.

**ART 6.11.1.1 IDENTIFY ESSENTIAL ELEMENTS OF FRIENDLY INFORMATION**

6-140. Identify friendly vulnerabilities that are exploitable by enemies and potential adversaries. Include recommendations concerning countermeasures and corrective action. (FM 3-13) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Commander and staff identified friendly vulnerabilities that can be exploited by an enemy.
02	Time	To develop essential elements of friendly information (EEFI).
03	Time	To disseminate initial and subsequent EEFI requirements to subordinate elements of the force.
04	Time	Between updates of priority information requirements.
05	Time	To disseminate to all force elements and agencies information obtained due to the answering of EEFI.
06	Time	In advance of collection that EEFI are identified.
07	Time	Since most current information regarding EEFI was last collected.
08	Time	Of turnaround to process new EEFI.
09	Percent	Of friendly activities and resource expenditures accurately predicted by friendly reference materials, checklists, and other previously prepared documents and databases.
10	Percent	Of total EEFI identified only during execution.
11	Percent	Of EEFI collected in time to meet current operational needs.
12	Percent	Of EEFI included in collection plan.
13	Number	Of EEFI not identified during planning.

**ART 6.11.1.2 APPLY APPROPRIATE OPERATIONS SECURITY MEASURES**

6-141. Deny adversaries information about friendly capabilities and intentions by identifying, controlling, and protecting indicators associated with planning and conducting military operations. (FM 3-13) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit application of operations security (OPSEC) measures prevented the enemy from detecting the correct indicators of friendly operations until it was too late for the enemy to react.
02	Yes/No	Units changed patterns of operation on an irregular basis.
03	Time	To apply appropriate OPSEC measures.
04	Time	To brief unit information engagement cell and unit plans cell on OPSEC requirements.
05	Time	To identify target sets and desired effect, by priority.
06	Percent	Of OPSEC surveys reflected in OPSEC plans.
07	Percent	Of routine actions with timing or location changed at least weekly.
08	Percent	Of favorable signal security assessments.
09	Number	Of public media disclosures.
10	Number	Of critical essential elements of friendly information that must be concealed from the enemy.

**ART 6.11.1.3 PERFORM EMERGENCY DESTRUCTION OF CLASSIFIED AND SENSITIVE MATERIALS**

6-142. Establish and execute procedures for the emergency destruction of classified materials. (AR 380-5) (USAIC&FH)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Emergency destruction of classified and sensitive documents and other materials was accomplished without compromising classified and sensitive information.
02	Time	To identify classified and sensitive materials for destruction.

No.	Scale	Measure
03	Time	To destroy classified and sensitive materials.
04	Time	To develop and rehearse emergency destruction procedures.
05	Percent	Of identified classified and sensitive s identified for destruction that is actually destroyed.
06	Percent	Of classified and sensitive materials accountability procedures followed during the emergency destruction process.
07	Percent	Of mission-capable, on-hand equipment to perform emergency destruction of classified and sensitive materials.
08	Number	And types of paper shredders, thermal grenades, burn barrels, and magnets used to perform emergency destruction of classified and sensitive materials.
09	Number	And types of classified and sensitive documents and other materials destroyed.

## ART 6.11.2 IMPLEMENT PHYSICAL SECURITY PROCEDURES

6-143. Protect personnel, information, and critical resources in all locations and situations against various threats by developing and implementing effective security policies and procedures. This total system approach is based on the continuing analysis and employment of protective measures, to include physical barriers, clear zones, lighting, access and key control, intrusion detection devices, defensive positions, and nonlethal capabilities. (ATTP 3-39.32) (USAMPS)

No.	Scale	Measure
01	Yes/No	Unit, base, and installation physical security program protected personnel, information, and critical resources from unauthorized access.
02	Time	To review and refine unit physical security standing operating procedures in accordance with the factors of mission, enemy, terrain and weather, troops and support available, time available, civil considerations.
03	Time	To refine physical security regulations for installations and major combat formation in an area of operations.
04	Time	To complete a threat analysis.
05	Time	To design, procure, emplace and activate protective measures, such as physical barriers, clear zones, exterior lighting, access and key control, intrusion detection devices, defensive positions, and nonlethal capabilities.
06	Percent	Of units, bases, and installations in the area of operations that have active integrated physical security programs.
07	Percent	Of guidance in unit and base physical security programs actually followed.
08	Percent	Of decreased crime rate.
09	Percent	Of increased reported crimes cleared.
10	Percent	Of perpetrators arrested or killed.
11	Percent	Of decreased serious crimes reported.
12	Percent	Of decreased fear of crime by unit personnel.
13	Percent	Of planned physical barriers, clear zones, exterior lighting, access and key control, intrusion detection devices, defensive positions and nonlethal capabilities operational.
14	Number	Of successful attempts to gain unauthorized access to friendly forces, installations, information, equipment, and supplies.

### ART 6.11.2.1 EMPLOY CAMOUFLAGE, CONCEALMENT, AND DECOY TECHNIQUES

6-144. Protect friendly forces, personnel, materiel, equipment, and information system nodes from observation and surveillance by using natural or artificial materials. Employ an imitation in any sense of a person, object, or phenomenon with the intentions of deceiving enemy surveillance devices or misleading enemy evaluation. (ATTP 3-34.39) (USAES)

No.	Scale	Measure
01	Yes/No	The unit's use of camouflage, concealment, and decoy techniques enhanced unit survivability.
02	Time	To employ camouflage, concealment, and decoy techniques.
03	Time	To conduct a preliminary assessment of camouflage, concealment, and decoy effort in the area of operations.
04	Time	To obtain additional operational camouflage and decoy systems as required by the factors of mission, enemy, terrain and weather, troops and support available, time available, civil considerations.
05	Percent	Of unit concealed from enemy observation and sensor detection.
06	Percent	Of unit personnel trained to correctly employ camouflage and concealment and to use decoys.
07	Percent	Of casualties due to improper use of camouflage and concealment and decoys.
08	Percent	Of on-hand camouflage and decoy systems that are serviceable against enemy observation and sensors.
09	Number	And types of on-hand, serviceable camouflage and decoy systems.

### ART 6.11.2 EMPLOY NOISE, LIGHT, THERMAL, AND PHYSICAL EVIDENCE CONTROLS

6-145. Reduce friendly indicators by controlling personnel and equipment sounds, light emissions, and physical evidence of occupying a position. (FM 3-21.75) (USAIS)

No.	Scale	Measure
01	Yes/No	Unit personnel did not compromise unit course of action by violations of noise, light, thermal, and physical evidence controls.
02	Time	To assess unit noise, light, thermal, and physical evidence controls.
03	Time	To employ noise, light, thermal, and physical evidence controls.
04	Percent	Of increased time to conduct operations required by the need to maintain noise, light, thermal, and physical evidence controls.
05	Percent	Of unit maintaining noise, light, thermal, and physical evidence controls.
06	Percent	Of unit personnel trained in noise, light, thermal, and physical evidence controls.
07	Percent	Of units, installations, and facilities that have recorded violations of noise, light, thermal, and physical evidence controls.
08	Number	Of friendly casualties due to violations of unit noise, light, thermal, and physical evidence controls.

### ART 6.11.3 COUNTER THE THREAT

6-146. The task of providing the commander information and intelligence support for targeting the threat forces through lethal and nonlethal fires including electronic warfare and information engagement. Intelligence support to force protection and counterintelligence including the tactics, techniques, and procedures to deny or degrade threat intelligence, surveillance, and reconnaissance capabilities to access and collect information and intelligence on friendly forces. (FM 2-0) (USAIC&FH)

No.	Scale	Measure
01	Yes/No	Unit identified threat capabilities and limitations.
02	Yes/No	Unit identified friendly force vulnerabilities to threat forces.
03	Yes/No	Unit developed countermeasures to deny or degrade threat capabilities.
04	Yes/No	Unit developed countermeasures to mitigate friendly force vulnerability.
05	Yes/No	Unit identified threat capabilities and friendly forces countermeasures in sufficient time to integrate into the plan, prepare, execute, and assess operations process.
06	Yes/No	Unit disseminated countermeasures to friendly forces.
07	Time	To develop threat databases and templates.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
08	Time	To develop countermeasures.
09	Percent	Of threat capabilities correctly identified.
10	Percent	Of countermeasures that effectively denied or degraded threat's ability.

**ART 6.11.3.1 CONDUCT COUNTERINTELLIGENCE OPERATIONS**

6-147. Counterintelligence is designed to defeat or degrade threat intelligence collection capabilities. The intelligence staff provides counterintelligence to the commander outlining the capabilities and limitations of threat intelligence services to limit or eliminate these capabilities. (FM 34-60) (USAIC&FH)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Enemy intelligence operations directed against the unit and its personnel degraded, delayed, or modified unit operations.
02	Yes/No	Control element provided counterintelligence guidance.
03	Time	To conduct an area reconnaissance to identify hazards.
04	Time	To review counterintelligence plans for major tactical formations in the area of operations (AO).
05	Time	To conduct counterintelligence collection, operations, and investigations; create and maintain counterintelligence databases; analyze, assess counterintelligence information; and publish, disseminate, and technically support counterintelligence products and reports.
06	Time	To conduct counterintelligence screening and collection at enemy prisoner of war collection points or dislocated civilian checkpoints.
07	Time	To conduct counterintelligence liaison with host-nation agencies and multinational forces.
08	Time	To conduct the counterintelligence portion of a vulnerability assessment and recommend countermeasures.
09	Percent	Of friendly force operations in the AO degraded, delayed, or modified due to successful enemy intelligence activities.
10	Percent	Of friendly force units in the AO that have current counterintelligence training.
11	Percent	Of friendly force action designed to mislead or prevent enemy intelligence efforts.
12	Percent	Of units in the AO that have active counterintelligence plans.
13	Number	Of enemy intelligence efforts detected by counterintelligence activities.
14	Number	Of counterintelligence teams available for use in the AO.
15	Number	And quality of sources developed in the AO.

**ART 6.11.3.2 CONDUCT COUNTERDECEPTION OPERATIONS**

6-148. Conduct activities that preclude the commander from being deceived by enemy deception operations. (FM 3-13) (USACAC)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Friendly course of action was not affected by enemy deception except as desired to deceive the enemy when the friendly force accepted the enemy deception story.
02	Time	To identify adversary attempts to deceive friendly forces.
03	Time	To develop counterdeception operations options as required.
04	Percent	Of enemy deception activities detected.
05	Percent	Of enemy deception activities using multiple sources to transmit deception story.

**ART 6.11.3.3 PERFORM COUNTERINTELLIGENCE**

6-149. Gather information and conduct activities to protect against espionage, other intelligence activities, sabotage, or assassinations conducted by or on behalf of foreign governments or elements thereof, foreign organizations, or foreign persons, or international terrorist activities. (FM 2-22.2) (USAIC&FH)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit identified threat intelligence collection capabilities and limitations.
02	Yes/No	Unit identified friendly forces vulnerabilities to threat intelligence collection.
03	Yes/No	Unit developed countermeasures to deny or degrade threat's ability to collect on friendly forces.
04	Yes/No	Unit developed countermeasures to mitigate friendly forces vulnerability to threat collection.
05	Yes/No	Unit identified threat capabilities and friendly forces countermeasures in sufficient time for implementation.
06	Time	To develop threat databases and templates.
07	Time	To develop countermeasures.
08	Percent	Of threat intelligence collection capabilities correctly identified.
09	Percent	Of countermeasures that effectively denied or degraded threat's ability to collect on friendly forces.

**ART 6.11.3.4 DETER IMAGERY INTELLIGENCE**

6-150. Defeat or degrade threat imagery intelligence collection capabilities. The intelligence staff will provide counterintelligence to the commander outlining the capabilities and limitation of threat imagery intelligence services to limit or eliminate these imagery capabilities. (FM 2-0) (USAIC&FH)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit identified threat imagery intelligence collection capabilities and limitations.
02	Yes/No	Unit identified friendly forces vulnerabilities to threat imagery intelligence collection.
03	Yes/No	Unit developed countermeasures to deny or degrade threat's ability to collect on friendly forces with imagery assets.
04	Yes/No	Unit developed countermeasures to mitigate friendly forces vulnerability to threat collection.
05	Yes/No	Unit identified threat capabilities and friendly forces countermeasures in sufficient time for implementation.
06	Time	To develop threat databases and templates.
07	Time	To develop countermeasures.
08	Percent	Of threat imagery intelligence collection capabilities correctly identified.
09	Percent	Of countermeasures that effectively denied or degraded threat's ability to collect on friendly forces with imagery assets.

**ART 6.11.3.5 DETER HUMAN INTELLIGENCE**

6-151. Defeat or degrade threat human intelligence collection capabilities. The intelligence staff will provide counterintelligence to the commander outlining the capabilities and limitation of threat human intelligence services to limit or eliminate these human intelligence capabilities. (FM 2-0) (USAIC&FH)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit identified threat human intelligence collection capabilities and limitations.
02	Yes/No	Unit identified friendly force vulnerabilities to threat human intelligence collection.
03	Yes/No	Unit developed countermeasures to deny or degrade threat's ability to collect on friendly forces.
04	Yes/No	Unit developed countermeasures to mitigate friendly forces vulnerability to threat human collection.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
05	Yes/No	Unit identified threat capabilities and friendly forces countermeasures in sufficient time for implementation.
06	Time	To develop threat databases and templates.
07	Time	To develop countermeasures.
08	Percent	Of threat human intelligence collection capabilities correctly identified.
09	Percent	Of countermeasures that effectively denied or degraded threat's ability to collect on friendly forces using human intelligence.

**ART 6.11.3.6 DETER SIGNALS INTELLIGENCE**

6-152. Defeat or degrade threat signal intelligence collection capabilities. The intelligence staff will provide counterintelligence to the commander outlining the capabilities and limitation of threat signal intelligence services to limit or eliminate these signal intelligence capabilities. (FM 2-0) (USAIC&FH)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit identified threat signal intelligence collection capabilities and limitations.
02	Yes/No	Unit identified friendly forces vulnerabilities to threat signal intelligence collection.
03	Yes/No	Unit developed countermeasures to deny or degrade threat's ability to collect on friendly force use of the electromagnetic spectrum.
04	Yes/No	Unit developed countermeasures to mitigate friendly force vulnerability to threat signal collection.
05	Yes/No	Unit identified threat capabilities and friendly force countermeasures in sufficient time for implementation.
06	Time	To develop threat databases and templates.
07	Time	To develop counter measures.
08	Percent	Of threat signals intelligence collection capabilities correctly identified.
09	Percent	Of countermeasures that effectively denied or degraded threat's ability to collect on friendly force using signals intelligence.

**ART 6.11.3.7 DETER MEASUREMENT AND SIGNATURE INTELLIGENCE**

6-153. Defeat or degrade threat measurement and signature intelligence collection capabilities. The intelligence staff will provide counterintelligence to the commander outlining the capabilities and limitation of threat measurement and signature intelligence services to limit or eliminate these measurement and signature intelligence capabilities. (FM 2-0) (USAIC&FH)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit identified threat measurement and signature intelligence collection capabilities and limitations.
02	Yes/No	Unit identified friendly force vulnerabilities to threat measurement and signature intelligence collection.
03	Yes/No	Unit developed countermeasures to deny or degrade threat's ability to collect on friendly force.
04	Yes/No	Unit developed countermeasures to mitigate friendly force vulnerability to threat measurement and signature collection.
05	Yes/No	Unit identified threat capabilities and friendly force countermeasures in sufficient time for implementation.
06	Time	To develop threat databases and templates.
07	Time	To develop countermeasures.
08	Percent	Of threat measurement and signature intelligence collection capabilities correctly identified.
09	Percent	Of countermeasures that effectively denied or degraded threat's ability to collect on friendly forces using measurement and signature intelligence.

## ≠ART 6.11.4 CONDUCT LOGISTICS SECURITY OPERATIONS

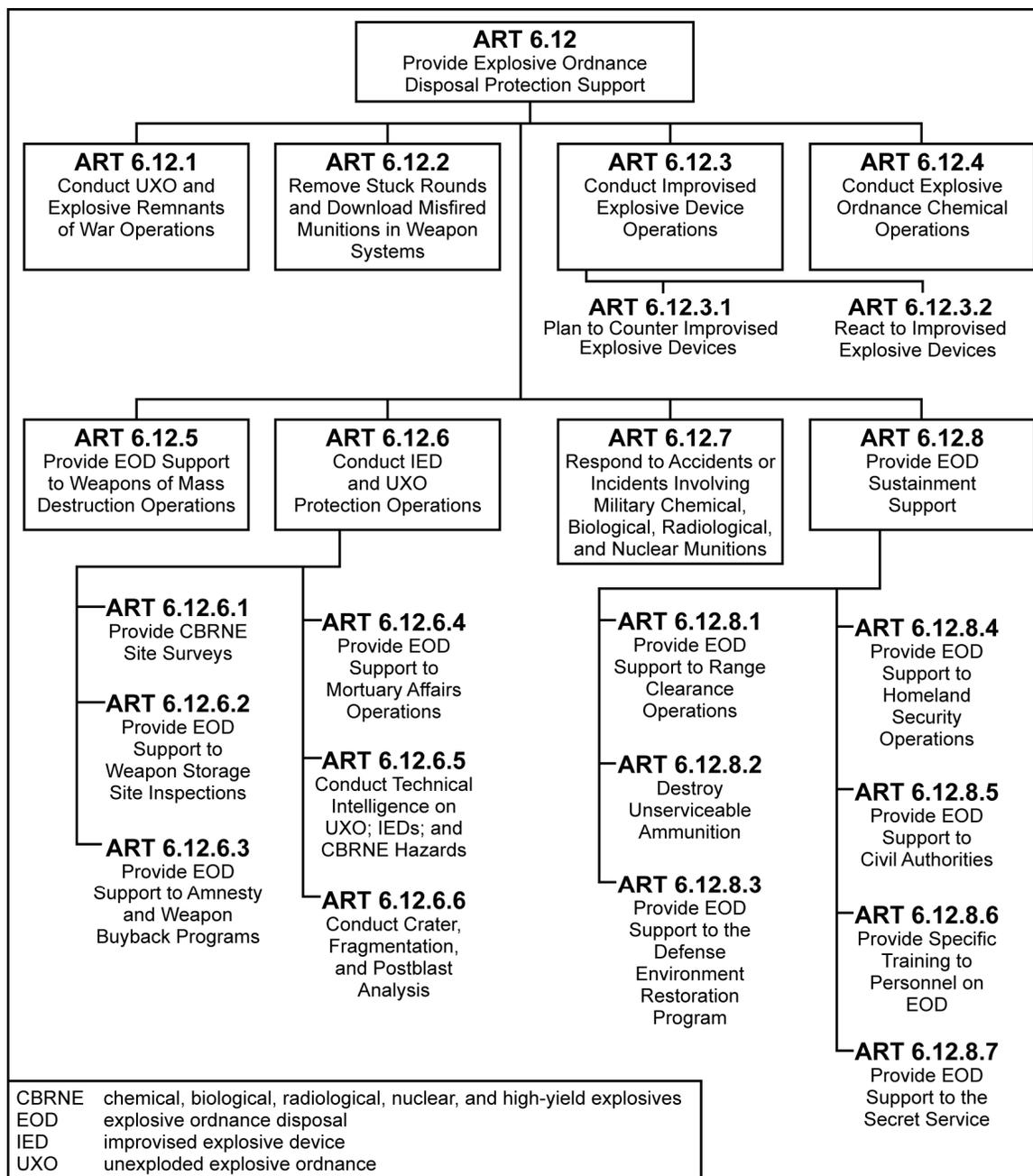
6-154. Logistics security (LOGSEC) operations is a function primarily performed by the Army Criminal Investigation Command. The LOGSEC function protects the Army's supply pipeline against criminal activities from the manufacturer, through logistics channels, all the way to the frontline Soldier. It involves preventing, detecting, and investigating criminal and terrorist activities such as supply diversion, destruction, and sabotage or product substitution. (FM 3-39) (USAMPS)

### ≠ART 6.11.4.1 PERFORM LOGISTICS SECURITY ASSESSMENTS

6-155. The Army Criminal Investigation Command assesses logistics security (LOGSEC) to identify weaknesses and provide a prioritization of threats so that commanders can implement preventive measures to reduce the vulnerability of the logistics pipeline. Whenever possible, the Army Criminal Investigation Command will initiate actions to recover logistical losses and return them to Army control. (FM 3-39) (USAMPS)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Law enforcement agency personnel coordinate with higher headquarters for criminal intelligence data.
02	Yes/No	Law enforcement agency personnel coordinate with host nation for intelligence reports and sources.
03	Yes/No	Law enforcement agency personnel identify units and activities in area of responsibility.
04	Yes/No	Law enforcement agency personnel determine critical assets as established by the supported commanders.
05	Yes/No	Law enforcement agency personnel develop prioritized listing of targets.
06	Yes/No	Law enforcement agency personnel interview relevant persons in targeted units and activities to identify weaknesses in the supply pipeline.
07	Yes/No	Law enforcement agency personnel select supply items and examine pipeline steps from manufacturer to the frontline Soldier to identify weaknesses.
08	Yes/No	Law enforcement agency personnel examine contract specifications for select products to determine if the suppliers are adhering to the contract.
09	Yes/No	Law enforcement agency personnel examine consumer use merchandise being sold by street vendors near military facilities to determine if it may have been stolen from the supply pipeline for black marketing.
10	Yes/No	Law enforcement agency personnel develop sources and informants to uncover security threats in the logistics system and indicators of bribery and contract fraud offenses.
11	Yes/No	Law enforcement agency personnel consider undercover operations to possibly embed with military organizations.
12	Yes/No	Law enforcement agency personnel consider using technical listening equipment.
13	Yes/No	Law enforcement agency personnel reports discovered criminal information to higher headquarters for further investigation in accordance with AR 195-2.
14	Yes/No	Law enforcement agency personnel prepares a LOGSEC threat assessment.
15	Yes/No	Law enforcement agency personnel provides the LOGSEC threat assessment to higher headquarters, supported commanders, and police intelligence agencies.

**\*SECTION XII – ART 6.12: PROVIDE EXPLOSIVE ORDNANCE DISPOSAL PROTECTION SUPPORT**



6-156. Eliminate or reduce the effects of unexploded explosive ordnance (UXO), improvised explosive devices (IEDs), and chemical, biological, radiological, and nuclear (CBRN) hazards to protect the commander's combat power. Explosive ordnance hazards limit battlefield mobility, deny use of critical assets, and threaten to reduce the commander's combat power significantly. Neutralize domestic or foreign conventional, chemical, biological, and nuclear munitions; enhanced explosive devices; and IEDs that present a threat to civilian facilities, materiel, and personnel, regardless of location. The Departments

of Justice, State, and Energy may receive this support per current agreements and directives. (FM 3-34.214) (CASCOM)

*Note:* ART 6.12.8.6 includes conducting bomb and sabotage device recognition and safety precaution training. ART 6.12.8.7 includes providing explosive ordnance disposal (EOD) support to the U.S. Secret Service, Department of State, and the Department of Defense to protect the President and other designated persons.

Tasks identified in ART 6.12 are tasks that can be provided in support of stability operations as well as in civil support operations.

No.	Scale	Measure
01	Yes/No	EOD support allowed the unit to accomplish its mission.
02	Yes/No	Collateral damage incurred during the EOD operation was within acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during the EOD operation.
04	Yes/No	Unit forwarded items and components of technical intelligence value to appropriate headquarters or agency.
05	Time	To provide EOD input to annex I to the operation plan or order.
06	Time	To respond to a request for EOD support.
07	Time	Delay in executing the concept of operations due to the presence of UXOs and IEDs.
08	Time	To gather intelligence information (what, when, where, how delivered, and type) regarding munitions.
09	Time	To identify safety requirements and considerations.
10	Time	To identify personnel, equipment, procedures, and additional support requirements.
11	Time	To coordinate with reporting agency for site support assistance, such as engineer, medical, security, and transportation.
12	Time	To clear munitions and improvised devices.
13	Time	To document render-safe procedures, as conducted, for unknown ordnance, if technical intelligence data does not exist.
14	Percent	Of safety precautions enforced during EOD operations.
15	Percent	Of reported munitions and improvised devices rendered safe.
16	Percent	Of reported munitions and improvised devices rendered safe per commander's intent.
17	Percent	Of available EOD support expended on conducting bomb and sabotage device recognition and safety training.
18	Percent	Of patients received at medical treatment facilities with UXO in their wounds.
19	Number	Of casualties during the EOD operation.
20	Number	And types of ordnance located and destroyed by EOD personnel.
21	Number	Of chemical, biological, radiological, nuclear, and high-yield explosives incidents responded to within a given period.

## ART 6.12.1 CONDUCT UNEXPLODED EXPLOSIVE ORDNANCE AND EXPLOSIVE REMNANTS OF WAR OPERATIONS

6-157. Explosive ordnance disposal (EOD) units identify, render safe, recover, evaluate, dispose of, mitigate the threat of, and report (EOD and intelligence) U.S. and foreign unexploded explosive ordnance (UXO) to eliminate or reduce hazards and to protect the commander's combat power. EOD units maintain the capability to render safe, identify, destroy, and move UXO hazards to safe holding or disposal areas within the limitations of their organic transportation assets, perform technical intelligence on new or first seen ordnance items, and perform postblast forensic analysis. EOD performs initial assessment of explosive remnants of war sites, eliminates immediate hazards, conducts technical intelligence procedures, and recommends disposition to capturing unit. (FM 3-34.214) (CASCOM)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	EOD support allowed the requesting unit to accomplish its mission.
02	Yes/No	Collateral damage incurred during the conduct of the EOD operation was in acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during EOD operations.
04	Yes/No	Unit forwarded items and components of technical intelligence value to appropriate headquarters or agency.
05	Time	To respond to a request for EOD support to conduct UXO and explosive remnants of war operations.
06	Time	Delay to execute operations due to the presence of UXO and explosive remnants of war.
07	Time	To gather intelligence information (what, when, where, how delivered, and type) regarding UXO and explosive remnants of war.
08	Time	To identify safety requirements and considerations concerned with the destruction or elimination of UXO or rendering safe explosive remnants of war.
09	Time	To identify personnel, equipment, procedures, and additional support requirements.
10	Time	To coordinate with the reporting agency for site support assistance such as engineer, medical, security, and transportation.
11	Time	To clear UXO and explosive remnants of war.
12	Time	Time to move UXOs to safe holding or dispersal areas.
13	Time	To document render-safe procedures, as conducted, for unknown UXO or explosive remnants of war if technical intelligence data does not exist.
14	Time	To provide disposition instructions of explosive remnants of war to capturing unit.
15	Percent	Of safety precautions enforced during the EOD operation.
16	Percent	Of reported UXO and explosive remnants of war rendered safe.
17	Percent	Of reported UXO and explosive remnants of war destroyed or rendered safe per the commander's priorities.
18	Number	Of casualties during the conduct of the EOD operation.
19	Number	And types of UXO and explosive remnants of war destroyed by EOD personnel.

## **ART 6.12.2 REMOVE STUCK ROUNDS AND DOWNLOAD MISFIRED MUNITIONS IN WEAPON SYSTEMS**

6-158. Removal of stuck rounds is a routine explosive ordnance disposal (EOD) operation. In a removal of stuck rounds mission, the EOD unit removes stuck rounds in mortars, artillery tubes, and other weapon systems; inspects possible unsafe ammunition removed during EOD or operator procedures to determine if it is safe for storage or transport; and destroys ammunition that EOD personnel determine to be unsafe for storage or transport. A battle damaged vehicle with ammunition on board requires EOD to download munitions and clear the vehicle before it can be repaired. EOD also supports the postblast investigation and performs technical intelligence on enemy weapons effects on U.S. vehicles through appropriate channels. (FM 3-34.214) (CASCOM)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	EOD support allowed the unit to accomplish its mission.
02	Yes/No	Collateral damage incurred during the conduct of the EOD operation was in acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during EOD operations.
04	Yes/No	Unit forwarded items and components of technical intelligence value to appropriate headquarters or agency.
05	Time	To identify safety requirements and considerations concerned with removal of stuck rounds or download misfired munitions.
06	Time	To identify personnel, equipment, procedures, and additional support requirements.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
07	Time	To move from the current location to the work site.
08	Time	To coordinate with the requesting agency for site support assistance in areas such as engineer, medical, security, and transportation.
09	Time	To remove the stuck rounds or download misfired munitions.
10	Time	To gather intelligence information (what, when, where, how delivered, and type) regarding munitions.
11	Time	To coordinate with reporting agency for site support assistance such as engineer, medical, security, and transportation.
12	Time	To develop and attempt render-safe procedures or conduct analysis for forensic evidence.
13	Percent	Of available EOD support assets expended on developing render-safe procedures or conducting postblast analysis.
14	Percent	Of safety precautions enforced during the EOD operation.
15	Percent	Of stuck rounds or misfired munitions identified as safe for storage or transport.
16	Percent	Of stuck rounds or misfired munitions identified as unsafe for storage or transport and destroyed.
17	Number	Of casualties during the conduct of the EOD operation.
18	Number	And types of stuck rounds removed or misfired munitions downloaded.
19	Number	And types of appropriate intelligence reports prepared within a given period.

### **\*ART 6.12.3 CONDUCT IMPROVISED EXPLOSIVE DEVICE OPERATIONS**

6-159. Explosive ordnance disposal (EOD) teams identify, render safe, and dispose of improvised explosive devices (IEDs) and conduct postblast analysis and intelligence reporting. EOD teams maintain capabilities for remote investigation, identification, and movement of IEDs and emplacement or operation of disruption tools and disposal methods. IEDs with potential chemical, biological, radiological, nuclear, and high-yield explosives may require additional EOD personnel and equipment to augment the initial EOD response team. (FM 3-34.214) (CASCOM)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	EOD support allowed the requesting unit to accomplish its mission.
02	Yes/No	Collateral damage incurred during the conduct of the EOD operation was in acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during EOD operations.
04	Yes/No	Unit forwarded items and components of technical intelligence value to appropriate headquarters or agency.
05	Time	To respond to a request for EOD support to conduct counter-IED operations.
06	Time	Delay in executing the concept of operations due to the presence of IEDs.
07	Time	To gather intelligence information (what, when, where, how delivered, and type) regarding IEDs.
08	Time	To identify safety requirements and considerations concerned with the destruction or elimination of IEDs.
09	Time	To identify personnel, equipment, procedures, and additional support requirements.
10	Time	To coordinate with the reporting agency for site support assistance such as engineer, medical, security, decontamination, and transportation.
11	Time	To gain access to and identify IEDs.
12	Time	To emplace or operate disruption tools.
13	Time	To render safe and or dispose of IEDs.
14	Time	To conduct postblast analysis

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
15	Percent	Of safety precautions enforced during the EOD operation.
16	Percent	Of IEDs destroyed or rendered safe.
17	Number	Of casualties while disposing of explosive ordnance.
18	Number	And types of IEDs destroyed by EOD personnel.
19	Number	Of IED components retrieved by EOD personnel for exploitation.

**\*ART 6.12.3.1 PLAN TO COUNTER IMPROVISED EXPLOSIVE DEVICES**

6-160. Conduct improvised explosive device (IED) defeat operations to defeat asymmetric attacks against U.S. forces. (FM 3-90.119) (USAES)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit planned for possible IED threats in a counterinsurgency environment.
02	Yes/No	Unit prepared for IED defeat using the tenets of IED defeat (predict, detect, prevent, neutralize, and mitigate).
03	Yes/No	Element prepared for a suspected vehicle borne, suicide vehicle borne, and person borne IED attack against static positions.
04	Yes/No	Element reacted to a possible IED, vehicle borne, suicide vehicle borne or person borne IED by using the 5Cs (confirm, clear, cordon, check, and control).

**\*ART 6.12.3.2 REACT TO IMPROVISED EXPLOSIVE DEVICES**

6-161. Planning elements are proactive actions taken by friendly forces to predict, detect, prevent, avoid, neutralize, and protect against improvised explosive device events. The process and the products of mission analysis help the commander and staffs develop and refine their situational understanding and develop effective plans. By having a thorough understanding of the mission, enemy, terrain and weather, troops and support available, time available, civil considerations factors, the commander and staff are better equipped to develop effective plans to accomplish the mission. (FM 3-90.119) (USAES)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Unit predicted actions and circumstances that could affect the ability of the force to maintain movement and maneuver.
02	Yes/No	Unit prevented potential impediments to movement and maneuver from affecting the mobility of the force by acting early.
03	Yes/No	Unit detected early indicators of impediments to battlefield mobility and identify solutions through the use of intelligence, surveillance, and reconnaissance assets.
04	Yes/No	Unit avoided detected impediments to movement and maneuver if prevention fails.
05	Yes/No	Unit neutralized, reduced, or overcame impediments to movement and maneuver that could not be prevented or avoided.
06	Yes/No	Unit protected against enemy countermobility efforts.

**ART 6.12.4 CONDUCT EXPLOSIVE ORDNANCE DISPOSAL  
CHEMICAL OPERATIONS**

6-162. Explosive ordnance disposal (EOD) units respond to U.S. and foreign chemical weapons incidents to identify, render safe, perform preliminary packaging, and limit the spread of chemical contamination. EOD units maintain the capability to presume identification of chemical agents, perform preliminary packaging of chemical munitions, perform emergency personnel decontamination station operations (EOD personnel and limited equipment only), mark and perform hasty decontamination of the immediate chemical incident site, perform render-safe procedures, collect samples for additional identification and testing, and dispose of chemical munitions. (FM 3-34.214) (CASCOM)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	EOD support allowed the unit to accomplish its mission.
02	Yes/No	Collateral damage incurred during EOD operation was within acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during the EOD operation.
04	Yes/No	Unit forwarded items and components of technical intelligence value to appropriate headquarters or agency.
05	Time	To provide EOD input to annex I to the operation plan or order.
06	Time	To respond to a request for EOD support.
07	Time	Delay in executing the concept of operations due to the presence of unexploded explosive ordnance and improvised explosive device.
08	Time	To gather intelligence information (what, when, where, how delivered, and type) regarding munitions.
09	Time	To identify safety requirements and considerations.
10	Time	To identify personnel, equipment, procedures, and additional support requirements.
11	Time	To coordinate with reporting agency for site support assistance, such as engineer, medical, security, and transportation.
12	Time	To clear munitions and improvised devices.
13	Time	To document render-safe procedures, as conducted, for unknown ordnance, if technical intelligence data does not exist.
14	Percent	Of safety precautions enforced during EOD operations.
15	Percent	Of reported munitions and improvised devices rendered safe.
16	Percent	Of reported munitions and improvised devices rendered safe per commander's intent.
17	Percent	Of available EOD support expended on conducting bomb and sabotage device recognition and safety training.
18	Percent	Of patients received at medical treatment facilities with unexploded explosive ordnance in their wounds.
19	Percent	Of casualties during the EOD operation.
20	Number	And types of ordnance located and destroyed by EOD personnel.
21	Number	Of chemical, biological, radiological, nuclear, and high-yield explosives incidents responded to within a given period.

### **ART 6.12.5 PROVIDE EXPLOSIVE ORDNANCE DISPOSAL SUPPORT TO WEAPONS OF MASS DESTRUCTION OPERATIONS**

6-163. Reduce the threat of arms and weapons of mass destruction to regional security; conduct disposal operations of hazardous U.S. and foreign munitions; conduct clearance and destruction operations of ammunition storage areas and caches that may have hazardous munitions or booby traps; assist with weapons or ammunition storage site inspections to satisfy treaty obligations or agreements and policies enforcement; and detect, identify, and respond to chemical, biological, radiological, nuclear, and high-yield explosives threat. Explosive ordnance disposal (EOD) units have the capability to presume identification of biological agents, perform preliminary packaging of biological munitions and agents, perform emergency personnel decontamination station operations (EOD personnel only), mark and perform limited decontamination of incident site, perform render-safe procedures, and collect samples for additional identification and testing. (FM 3-34.214) (CASCOM)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	EOD support allowed the requesting unit to accomplish its mission.
02	Yes/No	Collateral damage incurred during the conduct of the EOD operation was in acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during EOD operations.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
04	Yes/No	Unit forwarded items and components of technical intelligence value to appropriate headquarters or agency.
05	Time	To move from current location to the weapons of mass destruction (WMD) site.
06	Time	To locate WMD.
07	Time	To gain access to WMD
08	Time	To conduct advanced diagnostics on WMD.
09	Time	To gather intelligence information (what, when, where, how delivered, and type) regarding WMD.
10	Time	To identify safety requirements and considerations concerned with the destruction or elimination of WMD.
11	Time	To identify personnel, equipment, procedures, and additional support requirements.
12	Time	To coordinate with the reporting agency for site support assistance such as engineer, medical, security, decontamination, and transportation.
13	Time	To conduct clearance and destruction operations of ammunition storage areas and caches that may contain WMD.
14	Time	To document render-safe procedures, as conducted, for unknown ordnance, if technical intelligence data does not exist.
15	Percent	Of safety precautions enforced during the EOD operation.
16	Percent	Of reported munitions rendered safe.
17	Number	Of casualties during the conduct of the EOD operation.
18	Number	And types of ordnance or WMD destroyed by EOD personnel.

## **ART 6.12.6 CONDUCT IMPROVED EXPLOSIVE DEVICE AND UNEXPLODED EXPLOSIVE ORDNANCE PROTECTION OPERATIONS**

6-164. Assist commanders with protection of the force. This includes reviewing base defense plans and bomb threat or search procedures, assisting in facility explosive hazard site surveys, and developing and implementing explosive ordnance disposal (EOD) emergency response plans and the antiterrorism or force protection plan. Provide training to emergency preparedness personnel on bomb threat search, improvised explosive device (IED) defeat techniques, unexploded explosive ordnance (UXO) identification, and marking procedures. Provide chemical, biological, radiological, nuclear, and high-yield explosives emergency response plans and facility site surveys to commanders. Provide EOD support to weapon storage site inspections. Provide EOD support to amnesty and weapon buyback programs. (FM 3-34.214) (CASCOM)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	EOD support allowed the requesting unit to accomplish its mission.
02	Yes/No	Collateral damage incurred during the conduct of the EOD operation was in acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during EOD operations.
04	Yes/No	Unit forwarded items and components of technical intelligence value to appropriate headquarters or agency.
05	Time	To move from current location to the work site.
06	Time	To gather intelligence information (what, when, where, how delivered, and type) regarding munitions.
07	Time	To identify safety requirements and considerations concerned with force protection operations.
08	Time	To identify personnel, equipment, procedures, and additional support requirements.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
09	Time	To coordinate with the reporting agency for site support assistance such as engineer, medical, security, and transportation.
10	Time	To document training, response preparedness, and review of defense plans, UXO identification and marking procedures, site surveys, and bomb threat or search procedures conducted to assist commanders with force protection.
11	Time	To clear munitions and improvised devices found during the conduct of force protection operations.
12	Percent	Of safety precautions enforced during the EOD operation.
13	Percent	Of reported munitions and IEDs rendered safe.
14	Percent	Of available EOD support expended on conducting bomb threat or search procedures, device recognition, and safety training.
15	Number	Of casualties during EOD operations.
16	Number	And types of ordnance located and destroyed by EOD personnel.
17	Number	Of force protection requests responded to within a given period.

#### **ART 6.12.6.1 PROVIDE CHEMICAL, BIOLOGICAL, RADIOLOGICAL, NUCLEAR, AND HIGH-YIELD EXPLOSIVES SITE SURVEYS**

6-165. Assist commanders with protection of the force by providing explosive ordnance disposal (EOD) support to review base defense plans and bomb threat or search procedures, develop and implement base defense plans, and assist in facility site surveys. (FM 3-34.214) (CASCOM)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	EOD support allowed the unit to accomplish its mission.
02	Yes/No	Collateral damage incurred during the conduct of the EOD operation was in acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during EOD operations.
04	Time	To identify safety requirements and considerations concerned with emergency response plans and facility explosive hazard site surveys.
05	Time	To identify personnel, equipment, procedures, and additional support requirements.
06	Time	To move from the current location to the work site.
07	Time	To coordinate with the requesting agency for site support assistance in areas such as engineer, medical, security, and transportation.
08	Time	To document render-safe procedures that relate to emergency response plans and facility site surveys.
09	Percent	Of safety precautions enforced during the EOD operation.
10	Percent	Of reported munitions rendered safe.
11	Percent	Of reported munitions rendered safe per the requesting agency's priorities.
12	Number	Of casualties during the conduct of the EOD operation.
13	Number	Of requests for assistance responded to in a given period.

#### **ART 6.12.6.2 PROVIDE EXPLOSIVE ORDNANCE DISPOSAL SUPPORT TO WEAPON STORAGE SITE INSPECTIONS**

6-166. Sensitive site exploitation operations focus on locating, characterizing, seizing, securing, and searching facilities, supplies, weapons, equipment, personnel, and infrastructures. Exploitation operations may additionally include disablement operations to render chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) materiel, systems, and equipment ineffective for use against the joint, interagency, and multinational forces. Disablement operations include neutralization, incineration, destruction, confiscation, and evacuation of CBRNE and associated materials. (FM 3-34.214) (CASCOM)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Explosive ordnance disposal (EOD) support allowed the unit to accomplish its mission.
02	Yes/No	Collateral damage incurred during the conduct of the EOD operation was in acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during EOD operations.
04	Time	To identify safety requirements and considerations concerned with weapon storage site inspections.
05	Time	To identify personnel, equipment, procedures, and additional support requirements.
06	Time	To move from the current location to the work site.
07	Time	To coordinate with the requesting agency for site support assistance in areas such as engineer, medical, security, decontamination, and transportation.
08	Time	To document render-safe procedures related to weapon storage site inspections.
09	Percent	Of safety precautions enforced during the EOD operation.
10	Percent	Of reported munitions rendered harmless.
11	Percent	Of reported munitions cleared per the requesting agency's priorities.
12	Number	Of casualties during the conduct of the EOD operation.
13	Number	Of requests for assistance responded to in a given period.

### **ART 6.12.6.3 PROVIDE EXPLOSIVE ORDNANCE DISPOSAL SUPPORT TO AMNESTY AND WEAPON BUYBACK PROGRAMS**

6-167. Assist with and respond to amnesty collection points to ensure armed or unsafe ordnance items are disposed of properly. (FM 3-34.214) (CASCOM)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Explosive ordnance disposal (EOD) support allowed the unit to accomplish its mission.
02	Yes/No	Collateral damage incurred during the conduct of the EOD operation was in acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during EOD operations.
04	Time	To identify safety requirements and considerations concerned with amnesty and weapon buyback programs.
05	Time	To identify personnel, equipment, procedures, and additional support requirements.
06	Time	To move from the current location to the work site.
07	Time	To coordinate with the requesting agency for site support assistance in areas such as engineer, medical, security, and transportation.
08	Time	To document render-safe procedures related to amnesty and weapon buyback programs.
09	Percent	Of safety precautions enforced during the EOD operation.
10	Percent	Of reported munitions rendered harmless.
11	Percent	Of reported munitions cleared per the requesting agency's priorities.
12	Percent	Of munitions destroyed.
13	Number	Of casualties during the conduct of the EOD operation.
14	Number	Of requests for assistance responded to in a given period.

### **ART 6.12.6.4 PROVIDE EXPLOSIVE ORDNANCE DISPOSAL SUPPORT TO MORTUARY AFFAIRS OPERATIONS**

6-168. Explosive ordnance disposal (EOD) involvement in recovery and processing of deceased personnel supports the immediate recovery and clearance of deceased persons, an Army priority. (FM 3-34.214) (CASCOM)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	EOD support allowed the unit to accomplish its mission.
02	Yes/No	Collateral damage incurred during the conduct of the EOD operation was in acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during EOD operations.
04	Time	To identify safety requirements and considerations concerned with recovery and clearance of deceased persons.
05	Time	To identify personnel, equipment, procedures, and additional support requirements.
06	Time	To move from the current location to the work site.
07	Time	To coordinate with the requesting agency for site support assistance in areas such as engineer, medical, security, and transportation.
08	Time	To document render-safe procedures related to recovery and clearance of deceased persons.
09	Percent	Of safety precautions enforced during the EOD operation.
10	Percent	Of reported munitions rendered safe.
11	Percent	Of reported munitions rendered safe per the requesting agency's priorities.
12	Number	Of casualties during the conduct of the EOD operation.
13	Number	Of requests for assistance responded to in a given period.

#### **ART 6.12.6.5 CONDUCT TECHNICAL INTELLIGENCE ON UNEXPLODED EXPLOSIVE ORDNANCE; IMPROVISED EXPLOSIVE DEVICES; AND CHEMICAL, BIOLOGICAL, RADIOLOGICAL, NUCLEAR, AND HIGH-YIELD EXPLOSIVES HAZARDS**

6-169. Explosive ordnance disposal (EOD) personnel provide technical intelligence support to maneuver units by identifying and requesting disposition of first seen ordnance and explosive remnants of war, improvised explosive devices (IEDs), and chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) hazards of intelligence value. EOD personnel also prepare and submit an appropriate intelligence report based upon type of ordnance and type of function. They determine if items are safe for shipment and storage. EOD personnel develop and attempt render-safe procedures. EOD personnel conduct postblast analysis for forensic evidence, and if the need exists, EOD personnel can collect chemical and biological samples for analysis. EOD personnel can recognize and test for CBRNE hazards. (FM 3-34.214) (CASCOM)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	EOD support allowed the unit to accomplish its mission.
02	Yes/No	Collateral damage incurred during EOD operation was within acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during the EOD operation.
04	Yes/No	Unit forwarded items and components of technical intelligence value to appropriate headquarters or agency.
05	Time	To respond to a request for EOD support.
06	Time	Delay to execute operations due to the conduct of technical intelligence procedures on unexploded explosive ordnance, IEDs, and CBRNE hazards.
07	Time	To gather intelligence information (what, when, where, how delivered, and type) regarding munitions.
08	Time	To identify personnel, equipment, procedures, and additional support requirements.
09	Time	To coordinate with reporting agency for site support assistance such as engineer, medical, security, and transportation.
10	Time	To develop and attempt render-safe procedures or conduct postblast analysis for forensic evidence.
11	Time	To document render-safe procedures, as conducted, for unknown ordnance if technical intelligence data does not exist.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
12	Time	To determine if items are safe for shipment or storage.
13	Time	To collect chemical and biological samples for analysis.
14	Percent	Of safety precautions enforced during EOD operations.
15	Percent	Of available EOD personnel expended on developing render-safe procedures or conducting postblast analysis.
16	Number	And types of appropriate intelligence reports prepared within a given period.
17	Number	Of battle damaged vehicles, buildings, or the like analyzed for postblast damage.

### **ART 6.12.6.6 CONDUCT CRATER, FRAGMENTATION, AND POSTBLAST ANALYSIS**

6-170. Explosive ordnance disposal (EOD) units conduct postblast analysis for forensic evidence. And, if the need exists, EOD personnel can collect chemical and biological samples for analysis. (FM 3-34.214) (CASCOM)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	EOD support allowed the unit to accomplish its mission.
02	Yes/No	Collateral damage incurred during the conduct of the EOD operation was in acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during EOD operations.
04	Yes/No	Unit forwarded items and components of technical intelligence value to appropriate headquarters or agency.
05	Time	To respond to a request for EOD support.
06	Time	Delay to execute operations due to the conduct of technical intelligence procedures on unexploded explosive ordnance, improvised explosive devices, and chemical, biological, radiological, nuclear, and high-yield explosives hazards.
07	Time	To gather intelligence information (what, when, where, how delivered, and type) regarding munitions.
08	Time	To identify personnel, equipment, procedures, and additional support requirements.
09	Time	To coordinate with reporting agency for site support assistance such as engineer, medical, security, and transportation.
10	Time	To develop and attempt render-safe procedures and conduct postblast analysis for forensic evidence.
11	Time	To document render-safe procedures, as conducted, for unknown ordnance if technical intelligence data does not exist.
12	Time	To determine if items are safe for shipment or storage.
13	Time	To collect chemical and biological samples for analysis.
14	Percent	Of safety precautions enforced during EOD operations.
15	Percent	Of available EOD support expended on developing render-safe procedures and postblast analysis.
16	Number	And types of appropriate intelligence reports prepared within a given period.

### **ART 6.12.7 RESPOND TO ACCIDENTS OR INCIDENTS INVOLVING MILITARY CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR MUNITIONS**

6-171. Explosive ordnance disposal (EOD) units respond to U.S. and foreign chemical, biological, radiological, and nuclear (CBRN) weapons incidents to identify, render safe, perform preliminary packaging, and limit the spread of CBRN contamination. Three identifiable operational responses to a CBRN accident or event are initial response, emergency actions, and site remediation. (FM 3-34.214) (CASCOM)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	EOD support accomplished the purpose of the requesting agency.
02	Yes/No	Collateral damage incurred during the EOD operation was within acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during the EOD operation.
04	Yes/No	Unit forwarded items and components of technical intelligence value to appropriate headquarters or agency.
05	Yes/No	Spread of contamination was within acceptable limits.
06	Time	To move from the current location to the work site.
07	Time	To identify safety requirements and considerations concerned with destruction of the CBRN materiel.
08	Time	To gather information about the CBRN munitions (what, when, where, how delivered, and type).
09	Time	To perform initial response, emergency actions, and site remediation.
10	Time	To coordinate with the reporting agency for site support assistance in areas such as engineer, medial, security and transportation.
11	Time	To identify personnel, equipment, procedures, and additional support requirements.
12	Time	To identify, render safe, package, and limit the spread of CBRN contamination.
13	Percent	Of safety precautions enforced during the EOD operation.
14	Percent	Of CBRN munitions destroyed or rendered safe.
15	Number	Of casualties during the conduct of the EOD operation.
16	Number	And types of CBRN munitions destroyed or rendered harmless.

## **ART 6.12.8 PROVIDE EXPLOSIVE ORDNANCE DISPOSAL SUSTAINMENT SUPPORT**

6-172. Neutralize domestic or foreign munitions and improvised devices that present a threat to military operations and military and civilian facilities, materiel, and personnel, regardless of location. The Departments of Justice, State, and Energy may receive this support per current agreements and directives. ART 6.12.8 includes providing explosive ordnance disposal (EOD) support to the U.S. Secret Service, Department of State, and Department of Defense to protect the President and other designated persons. ART 6.12.8 also includes performing bomb and sabotage device recognition and safety precaution training. (FM 3-34.214) (CASCOM)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	EOD support allowed the unit to accomplish its mission
02	Yes/No	Collateral damage incurred during the EOD operation was within the acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during the EOD operation.
04	Yes/No	Unit forwarded items and components of technical intelligence value to appropriate headquarters or agency.
05	Time	To respond to a request for EOD support
06	Time	To identify safety requirements and considerations
07	Time	To identify personnel, equipment, procedures, and additional support requirements.
08	Time	To coordinate with reporting agency for site support assistance, such as engineer, medical, security, and transportation.
09	Time	To clear domestic or foreign munitions and improvised devices that present a threat to military operations and military and civilian facilities, materiel, and personnel.
10	Time	To document render-safe procedures, as conducted, for unknown ordnance, if technical intelligence data does not exist.
11	Percent	Of safety precautions enforced during EOD operations.
12	Percent	Of reported munitions and improvised devices rendered safe.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
13	Percent	Of available EOD support expended on conducting bomb and sabotage device recognition and safety training.
14	Number	Of casualties during the EOD operation.
15	Number	And types of ordnance located and destroyed by EOD personnel.

### **ART 6.12.8.1 PROVIDE EXPLOSIVE ORDNANCE DISPOSAL SUPPORT TO RANGE CLEARANCE OPERATIONS**

6-173. Range clearance operations require long-range planning. Range clearance operations are complex, have specific requirements, and vary for each range and installation. Range clearance operations and planning considerations should be covered in local plans and directives. (FM 3-34.214) (CASCOM)

<b>No</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Explosive ordnance disposal (EOD) support met the aim of the requesting agency.
02	Yes/No	Collateral damage incurred during the EOD operation was within acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during the EOD operation.
04	Yes/No	Unit forwarded items and components of technical intelligence value to appropriate headquarters or agency.
05	Time	To move from the current location to the work site.
06	Time	To identify safety requirements and considerations concerned with ordnance found during range clearance.
07	Time	To identify personnel, equipment, procedures, and additional support requirements.
08	Time	To clear ordnance from the range clearance site.
09	Time	To coordinate with the reporting agency for site support assistance in areas such as engineer, medial, security, and transportation.
10	Time	To document render-safe procedures, as completed, for unknown ordnance if technical intelligence data does not exist.
11	Percent	Of safety precautions enforced during the EOD operation.
12	Percent	Of reported munitions destroyed or rendered safe.
13	Percent	Of reported munitions rendered safe per the requesting agency's priorities.
14	Number	Of casualties during the conduct of the EOD operation.
15	Number	And types of chemical, biological, radiological, and nuclear munitions destroyed or rendered harmless.
16	Number	Of requests for assistance responded to in a given period.

### **ART 6.12.8.2 DESTROY UNSERVICEABLE AMMUNITION**

6-174. Supervise or assist in the routine destruction of unserviceable or surplus ammunition upon the request of an accountable agency. (FM 3-34.214) (CASCOM)

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Explosive ordnance disposal (EOD) support accomplishes the intent of the requesting agency.
02	Yes/No	Collateral damage incurred during the conduct of the EOD operation was in acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during EOD operation.
04	Time	To identify safety requirements and considerations concerned with destruction of the unserviceable or surplus ordnance.
05	Time	To identify personnel, equipment, procedures, and additional support requirements.
06	Time	To move from the current location to the work site.

<b>No.</b>	<b>Scale</b>	<b>Measure</b>
07	Time	To coordinate with the reporting agency for site support assistance, in areas such as engineer, medical, security, and transportation.
08	Time	To destroy the unserviceable and surplus ordnance.
09	Percent	Of safety precautions enforced during the EOD operation.
10	Percent	Of nominated ordnance destroyed or rendered safe.
11	Number	Of nominated ordnance destroyed or rendered safe per the requesting agencies priorities.
12	Number	Of casualties during the execution of the EOD operation.
13	Number	And types of ordnance destroyed by EOD personnel.

### **ART 6.12.8.3 PROVIDE EXPLOSIVE ORDNANCE DISPOSAL SUPPORT TO THE DEFENSE ENVIRONMENT RESTORATION PROGRAM**

6-175. Provide explosive ordnance disposal (EOD) support to agencies restoring the environment at military installations. (FM 3-34.214) (CASCOM)

<b>No</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	EOD support met the aim of the requesting authorities.
02	Yes/No	Collateral damage incurred during the conduct of the EOD operation was in acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during EOD operation.
04	Yes/No	Unit forwarded items and components of technical intelligence value to appropriate headquarters or agency.
05	Time	To move from the current location to the work site.
06	Time	To identify safety requirements and considerations concerned with the ordnance found during environment restoration projects.
07	Time	To identify personnel, equipment, procedures, and additional support requirements.
08	Time	To clear ordnance from the environmental restoration project site.
09	Time	To coordinate with the reporting agency for site support assistance, such as engineer, medical, security, and transportation.
10	Time	To document render-safe procedures, as completed, for unknown ordnance if technical intelligence data does not exist.
11	Percent	Of safety precautions enforced during the EOD operation.
12	Percent	Of reported munitions rendered safe.
13	Number	Of casualties during the conduct of the EOD operation.
14	Number	And types of ordnance located and destroyed by EOD personnel.
15	Number	Of requests for assistance responded to in a given period.

### **ART 6.12.8.4 PROVIDE EXPLOSIVE ORDNANCE DISPOSAL SUPPORT TO HOMELAND SECURITY OPERATIONS**

6-176. Explosive ordnance disposal (EOD) supports homeland security operations by protecting its citizens and infrastructure from conventional and unconventional threats. Homeland security has two components. The first component is homeland defense. If the United States comes under direct attack or is threatened by hostile armed forces, Army forces under joint command conduct offensive and defensive missions as part of homeland defense. The second component is civil support. Army EOD forces conduct civil support operations, when requested, providing EOD expertise and capabilities to lead agency authorities. (FM 3-34.214) (CASCOM)

<b>No</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	EOD support allowed the unit to accomplish its mission.
02	Yes/No	Collateral damage incurred during the EOD operation was within acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during the EOD operation.
04	Yes/No	Unit forwarded items and components of technical intelligence value to appropriate headquarters or agency.
05	Time	To respond to a request for EOD support.
06	Time	Delay in executing the concept of operations due to the presence of unexploded ordnance and improvised devices.
07	Time	To gather intelligence information (what, when, where, how delivered, and type) regarding munitions.
08	Time	To identify safety requirements and considerations.
9	Time	To identify personnel, equipment, procedures, as completed, for unknown ordnance if technical intelligence data does not exist.
10	Time	To coordinate with reporting agency for site support assistance, such as engineer, medical, security, and transportation.
11	Time	To clear explosive ordnance and improvised devices.
12	Time	To document render-safe procedures, as completed, for unknown ordnance if technical intelligence data does not exist.
13	Percent	Of safety precautions enforced during the EOD operation.
14	Percent	Of reported munitions and improvised devices rendered safe.
15	Percent	Of available EOD support expended on performing bomb and sabotage device recognition and safety training.
16	Percent	Of patients received at medical treatment facilities who have unexploded ordnance with unexploded explosive ordnance in the wound.
17	Number	Of casualties during the EOD operation.
18	Number	And types of ordnance located and destroyed by EOD personnel.
19	Number	Of chemical, biological, radiological, nuclear, and high-yield explosives incidents responded to within a given period.

### **ART 6.12.8.5 PROVIDE EXPLOSIVE ORDNANCE DISPOSAL SUPPORT TO CIVIL AUTHORITIES**

6-177. Provide assistance to include training to public safety and law enforcement agencies to address improvised explosive devices (IEDs). Provide explosive ordnance disposal (EOD) service when requested by local, state, or federal authorities in the interest of public safety. ART 6.12.8.5 includes assisting law enforcement personnel with war souvenir collection campaigns and the disposition of the explosive ordnance collected. (FM 3-34.214) (CASCOM)

<b>No</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	The EOD support met the aim of the requesting civil authorities.
02	Yes/No	Collateral damage during the EOD operation was within acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during the EOD operation.
04	Yes/No	Unit forwarded items and components of technical intelligence value to the appropriate headquarters or agency.
05	Time	To determine whether the EOD support requested by a civil authority is authorized under current laws and regulations.
06	Time	To move from the current location to the work site.
07	Time	To gather information about munitions (what, when, where, how delivered, and type).
08	Time	To identify safety requirements and considerations.
09	Time	To identify personnel, equipment, procedures, and additional support requirements.

<b>No</b>	<b>Scale</b>	<b>Measure</b>
10	Time	To coordinate with the reporting agency for site support assistance such as engineer, medical, security, and transportation.
11	Time	To clear munitions and IEDs.
12	Time	To document render-safe procedures, as completed, for unknown ordnance if technical intelligence data does not exist.
13	Time	Spent in developing and coordinating public or Department of Defense awareness campaigns on the dangers that war souvenirs pose to civilians.
14	Percent	Of safety precautions enforced during the EOD operation.
15	Percent	Of reported munitions and IEDs rendered harmless.
16	Percent	Of reported munitions and IEDs cleared per the requesting agencies priorities.
17	Percent	Of available EOD support expended on public safety training, including mine recognition training.
18	Number	Of casualties during the EOD operation.
19	Number	And types of ordnance located and destroyed by EOD personnel.
20	Number	Of requests for assistance from civil authorities responded to within a given period.

#### **ART 6.12.8.6 PROVIDE SPECIFIC TRAINING TO PERSONNEL ON EXPLOSIVE ORDNANCE DISPOSAL**

6-178. Explosive ordnance disposal (EOD) units provide training for military personnel, federal agencies, and public officials involved with civil emergency preparedness, law enforcement, and fire protection as requested. EOD units also provide training to Department of Defense, law enforcement, nongovernmental organizations, and emergency preparedness personnel on bomb threat search, improvised explosive devices defeat techniques, and unexploded explosive ordnance identification and marking procedures. (FM 3-34.214) (CASCOM)

<b>No</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	EOD support met the aim of the requesting agency.
02	Yes/No	Unit safeguarded classified materials and publications during the EOD operation.
03	Time	To determine if current laws and regulations authorize the provision of the requested EOD support.
04	Time	To move from the current location to the work site.
05	Time	To gather intelligence information (what, when, where, how delivered, and type) regarding requested training.
06	Time	To identify safety requirements and considerations.
07	Time	To identify personnel, equipment, procedures, and additional support requirements.
08	Time	To coordinate with the reporting agency for site support assistance in areas such as engineer, medial, security, and transportation.
09	Time	To document render-safe procedures, as completed, for unknown ordnance if technical intelligence data does not exist.
10	Time	Spent in training personnel on recognizing and practicing immediate action drills when confronted by conventional or improvised explosive devices.
11	Percent	Of safety precautions enforced during the EOD operation.
12	Percent	Of available EOD support personnel expended on training.
13	Number	Of requests for assistance from civil authorities responded to within a given period.

#### **ART 6.12.8.7 PROVIDE EXPLOSIVE ORDNANCE DISPOSAL SUPPORT TO THE SECRET SERVICE**

6-179. Provide support to the U.S. Secret Service, Department of State, and Department of Defense to protect the President and other designated high-risk personnel. (FM 3-34.214) (CASCOM)

**#ART 6.0: The Protection Warfighting Function**

<b>No</b>	<b>Scale</b>	<b>Measure</b>
01	Yes/No	Explosive ordnance disposal (EOD) support met the aim of the requesting authorities.
02	Yes/No	Collateral damage incurred during the conduct of the EOD operation was in acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during the EOD operation.
04	Yes/No	Unit forwarded items and components of technical intelligence value to appropriate headquarters or agency.
05	Time	To move from the current location to the work site.
06	Time	To identify safety requirements and considerations concerned with the ordnance found during environment restoration projects.
07	Time	To gather intelligence information (what, when, where, how delivered, and type) regarding munitions and improvised explosive devices.
08	Time	To identify safety requirements and considerations.
09	Time	To identify personnel, equipment, procedures, and additional support requirements.
10	Time	To coordinate with reporting and other agencies for additional site support assistance such as engineer, medical, security, and transportation.
11	Time	To clear munitions and improvised explosive devices (IEDs).
12	Time	To document render-safe procedures, as completed, for unknown ordnance if technical intelligence data does not exist.
13	Time	To train personnel providing executive protection services on recognizing and practicing immediate action drills when confronted by conventional or IEDs.
14	Percent	Of safety precautions enforce during EOD operations.
15	Percent	Of reported munitions and IEDs rendered safe.
16	Percent	Of reported munitions and IEDs rendered safe per the requesting agencies priorities.
17	Percent	Of available EOD support expended on training executive protection services personnel.
18	Percent	Of available EOD support expended on assisting the U.S. Secret Service and other government agencies that provide executive protection services.
19	Number	Of casualties during the conduct of the EOD operation.
20	Number	And types of ordnance located and destroyed by EOD personnel.
21	Number	Of requests for assistance from civil authorities responded to within a given period.

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