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# DIGITAL LIAISON DETACHMENT

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Preface

ATP 3-94.1 is the operational and organizational guide for Army commanders and staffs employing digital liaison detachments (DLDs). DLDs are Army units providing liaison teams with digital information-sharing capabilities to support Army headquarters. The standard organization, equipment, and employment of DLDs operating in a multinational environment across the full range of operations are described in this publication.

The principal audience for ATP 3-94.1 is commanders and staffs at the theater army and Army Service component command (ASCC) echelon to those found at the ARFOR, corps, or division echelons, and other senior leaders and staffs of supporting organizations that may be called on to conduct or support the operational level of war. ATP 3-94.1 also provides operational guidance for commanders and trainers of the DLD in joint and multinational land force operations.

Commanders, staffs, and subordinates ensure their decisions and actions comply with applicable U.S., international, and in some cases, host-nation laws and regulations. Commanders at all levels ensure that their Soldiers operate according to the law of war and the rules of engagement. (See FM 27-10 for more information on the law of war.)

ATP 3-94.1 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text.

ATP 3-94.1 applies to the Active Army, Army National Guard/Army National Guard of the United States, and United States Army Reserve unless otherwise stated.

The proponent of ATP 3-94.1 is the United States Army Combined Arms Center. The preparing agency is the Combined Arms Doctrine Directorate, United States Army Combined Arms Center. Send written comments and recommendations on a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, United States Army Combined Arms Center and Fort Leavenworth, ATTN: ATZL-MCD (ATP 3-94.1), 300 McPherson Avenue, Fort Leavenworth, KS 66027-2337; by email to usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil; or submit an electronic DA Form 2028.
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Introduction

Working closely with allies and partners is a key and enduring element of U.S. national strategy. The United States frequently needs support from its partners and allies to prevail in contemporary conflicts. Likewise, U.S. partners and allies often need extensive U.S. support during regional and internal conflicts.

Liaison among military headquarters allows commanders to integrate military operations in joint, intergovernmental, multinational, and other applicable environments by providing necessary staff interface, mentoring, support, and communication required for U.S. partners and allies to accomplish their missions. Consequently, effective military liaison provides for an enduring need. Digital liaison detachments (DLDs) are units specifically designed and dedicated to providing a critical capability for mission command liaison and interoperability.

DLDs are assigned or attached to selected theater armies and Army Service component commands (ASCCs) for employment at theater army or in support at corps and division echelons. These teams provide an ARFOR with the capability to conduct liaison with subordinate or parallel joint and multinational headquarters in an operational area.

DLDs are composed of 30 functional staff experts capable of providing advice and assistance to supported units and ensuring rapid and accurate communication between headquarters. DLDs have organic transportation and receive communications support from theater army signal units. Although DLDs may have qualified linguists, they will need to be augmented with specific language capabilities.

A DLD uses joint or Army doctrine and regulations as appropriate to accomplish its assigned role. It supports and expands on the joint doctrine in JP 3-0, the multinational operations described in JP 3-16, and the joint force land component command discussed in JP 3-31. AR 34-1 provides Army policy for activities that contribute to multinational force interoperability.

ADP 3-0 provides the foundation for curricula in the Army education system for unified land operations at the operational level. The Army warfighting functions listed in ADP 3-0 provide a guideline for this publication’s content. ATP 3-94.1 should also be read along with ADP 5-0, ADP 6-0, FM 3-16, FM 3-90-1, FM 3-90-2, FM 3-94, FM 6-0, ATP 3-93, and ATP 6-0.5.

The focus of this publication is on ARFOR, theater army, and ASCC responsibilities for conducting liaison as part of unified land operations. The information contained in this publication assists other national forces and other services in planning and conducting operations with Army forces. This doctrine also assists Army schools in teaching liaison operations.

While the Army only approved the current designation of DLDs in 2009, units with similar missions have existed since 1990. For example, Third U.S. Army first assembled additional personnel and equipment to enhance command and control (C2) and to facilitate unity of effort between all major ground force headquarters during OPERATION DESERT STORM. These liaison teams significantly contributed to the overall success of U.S. forces. DLDs combine the capabilities of these previous Army liaison teams (ALTs), the previous South Korean-based combat support coordination teams and digital liaison teams. In Korea, DLDs now facilitate coordination for the unique aspects of combat, information, protection, and logistic support in the Combined Forces Command.

ATP 3-94.1 has three chapters and three appendices.

Chapter 1 introduces the DLD.

Chapter 2 addresses DLD organization and command relationships.

Chapter 3 addresses DLD operations.

Appendix A discusses the background of DLDs.
Appendix B discusses information management.

Appendix C covers DLD training.
Chapter 1

Digital Liaison Detachment Characteristics

Ensuring interoperability and integrating joint, interorganizational, and multinational partner capabilities to ensure unity of effort and to accomplish missions across the range of military operations is an Army warfighting challenge. This chapter discusses liaison doctrinal fundamentals, describes current digital liaison detachments’ (DLDs’) missions and capabilities, and concludes with a discussion of DLDs in support of unified land operations.

LIAISON FUNDAMENTALS

1-1. Liaison is that contact or intercommunication maintained between elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action. Liaison helps reduce uncertainty. Most commonly used for establishing and maintaining close communication, liaison continuously enables direct, physical communication between commands. Commanders use liaison during operations to facilitate communication between organizations, preserve freedom of action, and maintain flexibility.

1-2. Liaison provides commanders with relevant information and answers to operational questions. It facilitates communication of information related to the common operational picture and execution between the sending headquarters and the receiving headquarters. In addition to passing information, liaison personnel can add meaning and context to information they send and receive. Liaison officers (LNOs) usually report to the chief of staff. (For more information about liaison fundamentals, see FM 6-0.)

1-3. Liaison activities augment the commander's ability to synchronize and focus combat power. They include establishing and maintaining physical contact and communication between elements of military forces and nonmilitary agencies during unified action. Liaison activities ensure—

- Cooperation and understanding between commanders and staffs of different headquarters.
- Coordination on tactical matters to achieve unity of effort.
- Synchronization of lethal and nonlethal operations.
- Understanding of implied or inferred coordination measures to achieve synchronized results.

LIAISON OFFICERS

1-4. An LNO represents a commander or staff officer. LNOs transmit information by directly bypassing headquarters and staff layers. The task and its complexity determine the required qualifications. At higher echelons, the complexity of operations often requires an increase in the rank required for LNOs, as illustrated in table 1-1 on page 1-2.
Table 1-1. Senior liaison officer rank by echelon

<table>
<thead>
<tr>
<th>Echelons</th>
<th>Recommended Rank</th>
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<tbody>
<tr>
<td>Multinational or joint force commander</td>
<td>Colonel</td>
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<tr>
<td>Corps</td>
<td>Lieutenant Colonel</td>
</tr>
<tr>
<td>Division</td>
<td>Major</td>
</tr>
<tr>
<td>Brigade, regiment, and group</td>
<td>Captain</td>
</tr>
<tr>
<td>Battalion</td>
<td>Lieutenant</td>
</tr>
</tbody>
</table>

These include joint force commanders and functional component commanders and may also include major interagency and intergovernmental organizations.

1-5. As a representative, the LNO has access to the commander consistent with the duties involved. However, for routine matters, LNOs work for, receive direction from, and report to the chief of staff or (at lower echelons) the executive officer. In addition, the assistant chief of staff, operations, or the battalion or brigade operations staff officer may be delegated the coordinating staff responsibility for LNOs. Using one officer to perform a liaison mission conserves manpower while guaranteeing a consistent, accurate flow of information. However, continuous operations require a liaison team or a detachment.

1-6. The LNO's parent unit or unit of assignment is the sending unit; the unit to which the LNO is sent is the receiving or host unit. An LNO normally remains at the receiving host unit until recalled. Because LNOs represent the commander, they—

- Understand how the commander thinks and interpret the commander's messages.
- Convey the commander's intent, guidance, mission, and concept of operations.
- Represent the commander's position.

1-7. Officers selected for liaison duty at brigades and higher echelons should have completed joint professional military education phase 1 and the joint staff orientation course. Noncommissioned officers (NCOs) selected for liaison duty at levels of brigade and above should have completed the battle staff NCO course and obtained the additional skill identifier (ASI) 2S. Liaison personnel—

- Know the sending unit's mission, current and future operations, tactics, techniques, and procedures, organization, disposition, capabilities, and logistics status.
- Appreciate and understand the receiving unit's tactics, techniques, and procedures, organization, capabilities, mission, doctrine, staff procedures, and customs. They are familiar with—
  - Requirements for and the purpose of liaison.
  - The liaison system and its reports, documents, and records, including memorandums of understanding with the host nation.
  - Liaison team training.
- Observe the established channels of command and staff functions.
- Are of sufficient rank to represent their commander effectively to the receiving unit's commander and staff. This can be vitally important when liaising with multinational forces where distinctions between ranks can be especially stark.
- Are trained in their functional responsibilities.
- Are tactful.
- Possess the necessary local cultural and language expertise, and advanced regional expertise, if possible.

1-8. Command LNO positions are at division, corps, and theater army headquarters. These two-officer teams are intended to serve as the commander's representative at the headquarters or agency to which they are sent. They promote coordination, synchronization, and cooperation between their parent unit and higher headquarters, interagency, multinational, host-nation, adjacent, and subordinate organizations as required. They provide subject matter expertise of their assigned headquarters and are usually embedded in the host organization to provide face-to-face coordination.

1-9. Techniques on how to be an effective LNO can be found on the Army training network website. Access to this website requires a Department of Defense Common Access Card.
LIAISON PRACTICES

1-10. When possible, liaison is reciprocal between supporting, supported, and adjacent organizations. This means each organization sends a liaison element to the other. It must be reciprocal when U.S. forces are placed under control of a headquarters of a different nationality and vice versa, or when brigade-sized and larger formations of different nationalities are adjacent. When liaison is not reciprocal, the following practices apply:

- Lower-echelon units establish liaison with higher echelons.
- Units on the left establish liaison with units on their right.
- Supporting units establish liaison with units they support.
- Units of the same echelon and units in the rear establish liaison with those to their front.
- Units not in contact with the enemy establish liaison with units in contact with the enemy.
- During a passage of lines, the passing unit establishes liaison with the stationary unit.
- During a relief in place, the relieving unit Establishes liaison with the unit being relieved.

1-11. If liaison is broken, both units act to reestablish contact. However, the primary responsibility rests with the unit originally responsible for establishing liaison. As a general rule, commanders avoid establishing liaison from higher echelon to lower echelon because it runs counter to the philosophy of mission command, and it may create the appearance of a lack of trust between the superior commander and the commander’s subordinates. (See chapter 13 of FM 6-0 for more on liaison responsibilities.)

LIAISON ELEMENTS

1-12. Commanders organize liaison elements based on the mission variables and echelon of command. Common ways to organize liaison elements include—

- An LNO alone or with minimum support.
- A liaison team comprising one or two LNOs, or an LNO and a liaison NCO in charge, clerical personnel, and communications personnel along with their equipment.
- Couriers (messengers) responsible for the secure physical transmission and delivery of documents and other materials.

1-13. A DLD is comprised of several teams with expertise and equipment in specialized areas, such as intelligence, operations, fire support, air defense, and sustainment. DLDs provide the theater army commander a forward liaison element with major subordinate or parallel headquarters. They consist of staff officers with a broad range of expertise, capable of analyzing a situation, facilitating coordination between multinational forces, and assisting in cross-boundary information flow and operational support.

1-14. In certain circumstances, these 30-Soldier teams are essential not only for routine liaison, but also in advising and assisting multinational partners in conducting planning and operations at intermediate tactical levels. These detachments can operate as a single entity for liaison with a major multinational headquarters, or provide two smaller teams for digital connectivity and liaison with smaller multinational headquarters or be tailored to match a given mission.

1-15. For example, DLDs were used during OPERATION ENDURING FREEDOM. DLDs were also used to provide U.S. manning for joint border coordination centers along the Afghanistan-Pakistan border.

DIGITAL LIAISON DETACHMENT MISSION AND CAPABILITIES

1-16. A DLD provides digital liaison capability to Army units (theater army, corps, and division headquarters for connectivity with allied and multinational force units and other U.S. Services. A DLD also provides—

- Functional area expertise via LNOs to joint and multinational headquarters.
- Digital information management and communications interface capability for U.S. systems with a host headquarters.
- U.S. headquarters’ representatives inside a supported multinational headquarters to facilitate mission command by clarifying orders, interpreting commander’s intent, and identifying and resolving issues.
The host headquarters with Army experts on maneuver, fires, intelligence, sustainment, and air and missile defense.

Army mission command systems.

**Digital Liaison Detachment Core Tasks**

1-17. A DLD’s core tasks are—

- To establish a liaison presence between an assigned headquarters and host.
- To develop cross-functional (operations, intelligence, fires, sustainment, and air defense) rapport with multinational headquarters, host-nation ministries, or nongovernmental agencies as required.
- To develop rationalization and standardization agreements as required to facilitate staff interaction between multinational headquarters.
- To act as the forward information exchange and coordination center for joint forces.
- To conduct rapid assessment and coordination of operational situations between headquarters.
- To move information between an assigned unit headquarters, and supported and adjacent unit headquarters.
- To represent supported host headquarters inside the assigned headquarters.
- To provide project and program liaison support as required.
- To provide continuity between staff rotations to preserve momentum of current and future operations.

**Digital Liaison Detachment and Force Structure**

1-18. DLDs exist in three components: Regular Army, Army National Guard, and Army Reserve. The Department of the Army (DA) will permanently assign some DLDs to a forward Army headquarters for continuous liaison with allied ground headquarters. Other DLDs may be assigned directly to a theater army headquarters in priority theaters. DLDs assigned to a theater army or forward headquarters will be regionally aligned to include requiring regional language and cultural training requirements. (See appendix A for more information on the former combat support coordination teams.)

1-19. The DA may also regionally align DLDs in the Army Reserve to a theater army and forward station them outside of the United States. National Guard DLDs stationed in the United States will normally remain in the force pool to provide rotational depth but may also be regionally aligned. Before mobilization, National Guard DLDs remain under state command and Army Reserve DLDs under Army Reserve Command or command of a forward theater army. DLDs can also be used in a state active duty status.

1-20. Upon mobilization, reserve component DLDs in the continental United States come immediately under the command and training readiness oversight of United States Army Forces Command. United States Army Forces Command has delegated this training readiness oversight to commander, 1st Army. Upon deployment, DLDs normally transfer to the command of the gaining overseas theater army headquarters for subsequent employment. (For more information about mobilization of National Guard DLDs see Title 10 and Title 32, United States Code.)

**Digital Liaison Detachment Support for Unified Action**

1-21. DLDs conduct liaison to support unified action. Unified action includes the wide scope of actions (including the synchronization of activities with governmental and nongovernmental agencies) taking place in unified commands, subordinate unified commands, or a joint task force (JTF) under the overall direction of the commanders of those commands. Unified land operations are the Army's contribution to unified action. DLDs provided by the Army to joint force commanders provide a critical liaison capability for the conduct of unified land operations, especially the synchronization of U.S. and multinational forces.

**Liaison and Contingency Operations**

1-22. Contingency operations create an increased need for liaison. Unfamiliarity with an area of operations requires extensive research for running estimates. Some operations require tight security, which restricts
access or dissemination of information and affects the deployment schedule. New command relationships and newly task-organized units may result in slower staff coordination and actions due to unfamiliarity with standard operating procedures and unit equipment and Soldiers.

1-23. Effective liaison improves commanders' understanding and reduces the possibility of conflicting guidance, frequent planning changes, and inefficient performance of deployment tasks. During deployment, LNOs act as critical information conduits.

1-24. Effective LNOs understand their commander's critical information requirements. Information requirements during deployment might include—

- The type of transportation the unit needs for deployment and resupply.
- The information systems and intelligence products available.
- The level and extent of protection the unit needs as it arrives, disembarks, and prepares for operations.
- Staging area requirements.
- The sustainment that the Army component of a joint force must provide to other Service components.
- Local tactical intelligence products otherwise unavailable.
- Unit movement officer responsibilities.

**LIAISON AND JOINT OPERATIONS**

1-25. Current U.S., joint, and separate service information systems meet multiservice operational requirements. However, not all U.S. military information systems are completely interoperable with the range of possible multinational partners. An information system is equipment that collects, processes, stores, displays, and disseminates information. This includes computers—hardware and software—and communications, as well as policies and procedures for their use (ADP 6-0). Army LNOs, teams, and detachments require information systems that can rapidly exchange information between multinational commands to ensure Army force operations are synchronized with operations of both the joint and multinational force and its functional or Service components. (See JP 3-0 and JP 3-31 for more information on multiservice information systems.)

**LIAISON AND INTERAGENCY OPERATIONS**

1-26. Army forces may participate in interagency operations across the range of military operations, especially when conducting stability or defense support of civil authorities (DSCA) operations. Frequently, Army forces conduct operations in cooperation with or to support civilian governmental agencies. Relations in these operations are rarely based on standard military command and support relationships; rather, national laws or specific agreements for each situation govern the specific relationships in interagency operations.

1-27. Federal military forces that respond to a domestic disaster will support the Department of Homeland Security, specifically the Federal Emergency Management Agency, while National Guard forces working in a state on active duty status or conducting National Guard DSCA will support that state's emergency management agency. National Guard forces federalized under Title 10, United States Code will support the Federal Emergency Management Agency.

1-28. Some missions require coordination with nongovernmental organizations. While no overarching interagency doctrine delineates or dictates the relationships and procedures governing all agencies, departments, and organizations in interagency operations, the National Response Framework provides some guidance.

1-29. Effective liaison elements work toward establishing mutual trust and confidence, continuously coordinating actions to achieve cooperation and unity of effort. In these situations, LNOs and their teams require a broader understanding of the interagency environment, responsibilities, motivations and limitations of nongovernmental organizations, and the relationship these organizations have with the U.S. military. DLDs may provide the basis for interagency and inter-organizational liaison. (See JP 3-08 for more information on interorganizational cooperation.)
LIAISON AND MULTINATIONAL OPERATIONS

1-30. The Army strives for collective multinational land forces interoperability. According to U.S. doctrine, interoperability is the ability to operate in synergy in the execution of assigned tasks (JP 3-0). The level of interoperability is dependent on national objectives, Department of Defense (DOD) objectives for the partner nation, the expected missions the partner nation is likely to perform in multinational operations, the partner nation's current and projected military capabilities, and the partner nation's own objectives. Army units often operate as part of a multinational force. Interoperability is an essential requirement for multinational operations.

1-31. Interoperability is also the condition achieved among communications-electronics systems or items of communications-electronics equipment when information or services can be exchanged directly and satisfactorily between them and/or their users (JP 6-0). The degree of interoperability should be defined when referring to specific cases. Examples of interoperability include the deployment of a computer network (such as the United States Central Command Combined Enterprise Network Theater Information Exchange System) to facilitate inter-staff communication. AR 34-1 provides recognition of four levels of interoperability. (See table 1-2.)

<table>
<thead>
<tr>
<th>Level</th>
<th>Recommended Rank</th>
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<tbody>
<tr>
<td>I-0</td>
<td>Partner army has no demonstrated interoperability with U.S. Army; C2 interface with the army is only at the national level; and has no regular engagement with the U.S. Army.</td>
</tr>
<tr>
<td>I-1</td>
<td>Partner army shares information or situational awareness through liaison teams with U.S. systems (analog to digital conversion required); requires alignment of capabilities and procedures to establish operational norms; and has some routine engagement with U.S. Army.</td>
</tr>
<tr>
<td>I-2</td>
<td>Partner army has digital C2 capabilities; actively participates in interoperability solutions with the U.S. Army; and routinely exercises or operates with the U.S. Army.</td>
</tr>
<tr>
<td>I-3</td>
<td>Partner army's interoperability is network-enabled through shared situational awareness; C2 on-the-move; collaborative planning; networked fires; combat identification; and information collection.</td>
</tr>
</tbody>
</table>

1-32. Nations whose forces are interoperable can operate together effectively in numerous ways. Less interoperable forces have correspondingly fewer ways to work together. Although frequently identified with technology, important areas of interoperability include doctrine, procedures, communications, and training. Factors that enhance interoperability include planning for interoperability, conducting multinational training exercises, staff visits to assess multinational capabilities, a command atmosphere that rewards sharing information, and command emphasis on a constant effort to eliminate the sources of confusion and misunderstanding.

1-33. Multinational forces that the United States operates with may not have information systems compatible with U.S. or other systems. Some nations may have few or no computerized information systems. Reciprocal liaison is especially important under these conditions. Mutual trust and confidence is the key to making these multinational operations successful. Liaison during multinational operations includes explicit coordination of doctrine tactics, techniques, and procedures.

1-34. Effective liaison requires patience and tact during personal interactions. Liaison personnel need to thoroughly understand the strategic, operational, and tactical aims of the international effort. Foreign disclosure limitations require special communications arrangements to address cultural differences and sensitivities and ensure explicit understanding throughout the multinational force. Two structural enhancements that improve the coordination of multinational forces are liaison networks and coordination centers. DLDs are specifically designed to provide an Army force commander with a liaison network or coordination center capability. DLDs are primarily designed for interface with partner armies at interoperability levels I-1 or I-0.
Liaison Network

1-35. Differences in doctrine, organization, equipment, training, and national law in any multinational force demand a robust liaison structure to facilitate operations. Not only is the use of liaison an invaluable confidence-building tool between the multinational force commander and lower echelons of different nationalities, but it is also a significant source of information for the multinational force commander. During multinational operations, U.S. forces will establish liaison early with the forces of each nation, fostering a better understanding of missions and tactics, facilitating the ability to integrate and synchronize operations, assisting in the transfer of vital information, enhancing mutual trust, and developing an increased level of teamwork.

Coordination Centers

1-36. A multinational coordination center (MNCC), often referred to as a coalition coordination center, is another means of increasing multinational coordination. U.S. commanders routinely create these centers in the early stages of any multinational effort, especially one operating under a parallel command structure. It is a proven means of integrating the participating nations' military forces into the multinational planning and operations processes, enhancing coordination and cooperation, and supporting an open and full interaction in a multinational structure.

1-37. Normally, the MNCC is focused upon coordination of multinational force operations, which will most likely involve classified information. A civil-military operations center is normally added for coordination with the international humanitarian community. Additional functional coordination centers may be established to coordinate multinational logistics, functional areas, and media affairs.

1-38. Initially, multinational commanders use a coordination center as the focal point for support issues such as force sustainment, alert and warning, host-nation support, movement control, and training. However, as a multinational force matures, the role of the coordination center can be expanded to include command activities.

1-39. When a multinational commander activates a coordination center, member nations provide action officers who are familiar with support activities such as those listed in paragraph 1-17. Multinational forces augment this staff with linguists and requisite communications capabilities to maintain contact with their parent headquarters. Apart from a central MNCC, the multinational commander normally establishes a number of functional coordination centers such as an overall combined logistics coordination or sustainment command for either an alliance or multinational operation. (See JP 3-16 and FM 3-16 for more detail on liaison during multinational operations.)

Digital Battle Tracking

1-40. One of the tasks of a DLD is digital battle tracking. Digital battle tracking employs integrated digital mission command information systems that combine real-time situational awareness with a visualization capability to develop the common operational picture. The primary mission command information systems used to perform digital battle tracking are—

- Command post of the future (CPOF).
- Force XXI Battle Command Brigade and Below.
- Advanced field artillery tactical data system (AFATDS).
- Air and missile defense workstation (AMDWS).
- Mission command support and sustainment system.
- Distributed Common Ground System-Army (DCGS-A).
- Digital radios.

(See ATP 6-0.5 for more information about digital information systems.)
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Chapter 2

Digital Liaison Detachment Organization and Command Relationships

Digital liaison detachments (DLDs) are specifically organized to provide enhanced liaison support to the headquarters to which they are assigned. DLDs may support the theater army, or they can be tailored to support a corps or division commander's operations. Normally, DLDs are assigned to the theater army and further attached to the senior operational ARFOR headquarters in a joint operational area. This chapter describes the organization, major equipment, external support required, and command relationships of DLDs.

ORGANIZATION OF THE DIGITAL LIAISON DETACHMENT

2-1. A DLD consists of 30 personnel organized into six sections: headquarters, operations and maneuver, intelligence, air and missile defense, sustainment, and fire support. (For an example of this organization, see figure 2-1.)

![Figure 2-1. Digital liaison detachment functional organization](image)

**Headquarters Section**

2-2. The headquarters section provides mission command to the DLD. The headquarters section ensures that all administrative functions pertaining to the overall operation of the DLD are planned, coordinated, and executed. The headquarters section establishes contact with the host headquarters to coordinate administrative matters.

**Headquarters Section Functions**

2-3. The functions of the headquarters section include, but are not limited to—
• Organizing the sections of the DLD to conduct daily operations.
• Ensuring all incoming messages routed to the DLD are screened and distributed to the appropriate sections.
• Ensuring all outgoing messages are in the proper format and that file copies are retained in the journal.
• Reproducing documents and disseminating them to various other sections.
• Providing administrative, maintenance, and medical support as needed.
• Collecting log journals from each DLD section and maintaining the official historical file.
• Coordinating with the host organization for support.
• Maintaining accountability of DLD personnel.
• Coordinating signal support provided to the DLD.
• Deploying, connecting, and supporting organic communications and Army Battle Command System (ABCS) and other equipment into operating configurations.

HEADQUARTERS SECTION MANNING

2-4. The headquarters section consists of the following personnel: commander, executive officer, sergeant major, senior operations noncommissioned officer (NCO), unit supply sergeant, a senior mechanic, two information management specialists or drivers, and two health care specialists.

Commander

2-5. The DLD commander is the senior Army liaison officer (LNO) at a multinational or other headquarters. The DLD commander has the responsibility of personally representing the ARFOR and coordinating ARFOR interests with the host. The ARFOR is the Army component and senior Army headquarters of all Army forces assigned or attached to a combatant command, subordinate joint force command, joint functional command, or multinational command (FM 3-94). The relationships between the DLD commander, the commander, ARFOR, the host commander, and other service and multinational representatives is critical. A major component of a well-executed liaison plan is trust built through close personal relationships. The “art” of liaison is to build and maintain this trust and confidence.

2-6. The DLD commander should be joint professional military education phase 2 qualified to liaise with other government agencies, foreign governments, nongovernmental organizations, and multinational elements. If required by their state, National Guard commanders of DLDs may also be dual status commanders capable of commanding both Title 32 and Title 10 United States Code forces.

2-7. The DLD commander's responsibilities include—

• Establishing the DLD.
• Integrating and synchronizing ARFOR operations, intelligence, fires, air and missile defense (AMD), and logistics assets with those of the host command.
• Ensuring ARFOR operations are supported by coordinated planning and execution with the host command.
• Effectively integrating additional liaison personnel provided by the ARFOR, joint service, and multinational force headquarters into the DLD.
• Ensuring that effective liaison takes place.
• Integrating and synchronizing ARFOR operations, intelligence, fires, AMD, and logistics assets with those of the host command.
• Advising both the commander, ARFOR and the host-nation commander regarding coordination activities.
• Building a working environment which supports priorities of the commander of the ARFOR and causes the host commander to seek out the DLD commander's advice.
• Working closely with the ARFOR commander, chief of staff, and assistant chief of staff, operations.
Executive Officer

2-8. The DLD executive officer performs duties assigned by the DLD commander. Some of the duties of the DLD executive officer include—

- Supervising the DLD in the absence of the commander.
- Serving as the unit foreign disclosure officer.
- Serving as the senior ARFOR LNO to the host command when conducting split detachment operations.
- Providing supervision over teams or functions of the DLD as specified by the DLD commander.

Chief Operations Sergeant (Sergeant Major)

2-9. The chief operations sergeant is assigned duties by the DLD commander as both the senior enlisted advisor and the senior operations sergeant of the DLD. The chief operations sergeant or sergeant major should complete the joint personnel recovery agency and personnel recovery managers’ courses. The duties and responsibilities of the chief operations sergeant may include—

- Serving as the senior enlisted liaison NCO to the host command.
- Supervising establishing of DLD operations.
- Establishing shift plans in the teams.

Detachment Sergeant

2-10. The detachment sergeant performs duties assigned by the commander for the conduct of DLD activities. These include—

- Performing internal personnel and administration tasks of a unit first sergeant and supervising headquarters section personnel.
- Supervising administration and logistics for the DLD.
- Coordinating DLD sustainment needs with the host.
- Helping establish communications and automatic data processing links with designated headquarters.
- Serving as the senior enlisted liaison NCO to the host command when conducting split detachment operations.

Unit Supply Sergeant

2-11. The supply sergeant performs duties assigned by the chief operations sergeant or sergeant major for the conduct of DLD activities. These duties include—

- Supervising DLD unit supply, performing duties involving requests, receipt, storage, issue, accountability and preservation of individual, organizational, installation, and expendable supplies and equipment.
- Establishing and maintaining property accountability procedures for the DLD.

Wheeled Vehicle Mechanic

2-12. The wheeled vehicle mechanic is responsible for performing preventive checks and services on all assigned equipment in the DLD. Wheeled vehicle mechanic duties include—

- Providing and coordinating training to ensure all Soldiers are trained on performing operator level maintenance on assigned vehicles.
- Performing duties as master driver for the DLD.
- Advising the DLD commander on all maintenance issues in the DLD.
- Maintaining a power generator and its associated equipment.
- Providing training on proper operation on all power supply equipment in the DLD.
- Ensuring vehicles and associated equipment are prepared for deployment to support all DLD operations.
- Requesting necessary repair parts.
- Augmenting supported headquarters maintenance facility when not required at the host location.

**Health Care Specialists**

2-13. Health care specialists are responsible for all medical operations and equipment in the detachment. Health care specialists duties include—

- Supervising all medical activities in the detachment.
- Providing and coordinating training for all combat lifesavers in the unit.
- Maintaining adequate medical support for the entire unit.
- Receiving, distributing, and maintaining adequate medical supplies needed to support all operations.
- Conducting routine inventories, inspections, and preventive maintenance checks and services on all medical equipment assigned to the unit.
- Supervising the medical evacuation plan during all operations.
- Coordinating with the host unit in resolving medical issues for DLD personnel.
- Augmenting the supporting medical treatment facility when not required at the host location.

**Senior Information Systems Specialists**

2-14. The information systems specialists' primary responsibility is to establish and troubleshoot the communications-electronic links from the DLD to the ARFOR and other designated agencies. These personnel also serve as drivers for the DLD commander and executive officer. Vital to performing the duties is experience or training in—

- Army global C2 systems.
- Army Battle Command System (ABCS).
- Distributed Common Ground Systems-Army (DCGS-A).
- Associated software protocols.
- Performing scheduled and unscheduled maintenance on all ABCS and associated equipment.
- Providing and coordinating training to ensure all Soldiers are trained on necessary software and assigned ABCS hardware.
- Advising the DLD commander on all information systems issues in the DLD.
- Ensuring ABCS equipment is prepared for deployment to support all DLD operations.
- Performing PMCS on wheeled vehicles and associated equipment in the DLD.

**OPERATIONS AND MANEUVER SECTION**

2-15. The DLD operations and maneuver section consists of maneuver personnel that co-locate with current or future operations personnel of the host command. The operations section monitors the host plans cells as well. This team ensures that host current combat operations are synchronized with current Army combat operations. The section takes actions to integrate attack of emerging targets into current operations. Digital information systems support the coordination and execution of current operations, including digital update of current situation graphics.

**Operations and Maneuver Section Functions**

2-16. Functions of the operations and maneuver section include, but are not limited to—

- Monitoring execution of the host command's current and future operations in regard to planned ARFOR land force operations.
- Obtaining the current friendly ground force situations from the ARFOR assistant chief of staff, operations sections.
- Interpreting the enemy and friendly ground forces situation (by maintaining a current situation map) for the host, if necessary.
Digital Liaison Detachment Organization and Command Relationships

- Informing the host operations division of significant changes in ARFOR operations, objectives, and priorities.
- Providing other LNOs in subordinate units of the host with periodic updates on the current situation.
- Coordinating and synchronizing current ARFOR aviation and deep strike (airborne, air assault, and attack aviation) operations with the host’s combat operations.
- Representing the ARFOR commander’s interests during planning meetings with the host plans cell.
- Briefing the host plans cell on the ARFOR commander's intent and planned concept of operations.
- Providing recommendations to the host command based on knowledge of U.S. and host doctrine.

Operations and Maneuver Section Manning

2-17. The section consists of the section chief, the operations officer, the senior maneuver operations NCO, and a chemical, biological, radiological, nuclear, and high-yield explosive (CBRNE) operations NCO.

Section Chief

2-18. The operations and maneuver section chief of the DLD is the senior Army representative to the host current operations cell. This position most closely resembles that of the current operations officer on a corps staff. The operations officer should complete the joint planners course and obtain an additional skill identifier (ASI) 3H and the joint, interagency, and multinational planner’s course. The primary duties of the operations and maneuver section chief include—

- Updating the host current operations cell on the current friendly and enemy operations, scheme of maneuver, targeting concept and priorities.
- Monitoring execution of all ARFOR operations.
- Facilitating coordination of host and ARFOR current and other operations.
- Ensuring ground operations maps are current.
- Briefing the host command group on current and future ARFOR operations.

2-19. The operations officer normally performs duties as the night shift operations officer. The duties of the night shift operations officer are the same as the operations section chief when deployed separately.

Senior Maneuver Operations Noncommissioned Officer

2-20. The senior maneuver operations NCO is responsible for maintaining the current operations situation displays (including maps, charts, and computer graphics) pertaining to current and planned offense, defense, and stability operations. These responsibilities require an ASI of 2S, completion of the battle staff NCO course, completion of antiterrorism officers’ course level 2, and expertise in ABCS. The senior maneuver operations NCO’s primary responsibility is the maintenance of the common operational picture (COP) and host friendly situation map. The senior maneuver operations NCO’s responsibilities also include—

- Producing, revising, and posting current operational graphics, including those required for offense, defense, and stability operations.
- Ensuring commonality between all maps and displays in the DLD.
- Maintaining a log of all changes made to host and ARFOR unit locations and graphics.
- Posting all significant spot reports on the operations maps and displays.
- Assisting the operations officer in monitoring host units' operations, situations, and locations as required.
- Assisting the operations officer in monitoring and posting host unit relative combat power for inclusion in command briefings.
Chemical, Biological, Radiological, Nuclear, and High-yield Explosives Operations Noncommissioned Officer

2-21. Chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) operations NCO performs duties assigned by the senior maneuver operations NCO and acts in place of the senior maneuver operations NCO in that NCO’s absence or when conducting split detachment operations. The CBRNE NCO is responsible to the commander for the overall supervision of unit CBRNE activities and preservation of individual or organizational CBRNE supplies and equipment. This NCO is also responsible for providing CBRNE expertise to the host command and submitting CBRNE reports as required. These responsibilities require an ASI of 2S, completion of the battle staff NCO course, and expertise in ABCS.

INTELLIGENCE SECTION

2-22. The DLD intelligence section serves the DLD commander, all DLD teams, and the host command to which the DLD is liaison, as a one-stop intelligence liaison. This structure benefits from unity of direction and training under a single senior military intelligence officer. Digital information systems support the exchange and coordination of all source intelligence data and requirements, including update of planning and operational graphics. The intelligence function of the DLD is that of liaison and coordination, not that of analysis. The DLD intelligence section co-locates with intelligence personnel of the host. The section supports the host as required in execution of its functions. In cases where the host staff lacks qualified personnel, the intelligence section will perform additional duties as required and train selected host staff to assume those duties.

2-23. The DLD intelligence section functions may include, but are not limited to—

- Supporting the host in target validation and refinement for all missions involving the ARFOR.
- Supporting the operations team coordination with the host operations section on immediate requests for information collection.
- Relaying real-time significant intelligence information received by collection platforms from all intelligence disciplines.
- Coordinating emerging target information with the ARFOR command post.
- Keeping the operations section informed of targets.
- Getting the most current enemy force situations from the ARFOR assistant chief of staff, intelligence operations section.
- Interpreting the enemy forces situation for the host, and informing the other DLD teams of apparent changes in enemy operations, objectives, and priorities.
- Exchanging information to answer combat assessment and battle damage assessment questions.
- Helping the host intelligence cell integrate the ARFOR commander’s requirements for intelligence collection and the intelligence cell’s requirements.
- Obtaining priority intelligence requirements, collection plans, targeting data, and 24 to 96 hour enemy situation reports to de-conflict or synchronize collection plans between the ARFOR commander and the host forces.
- Coordinating and conducting reach back to national-level intelligence agencies if necessary.
- Collaborating with higher echelon and adjacent units in intelligence operations.
- Forwarding all intelligence reports to higher echelon, adjacent, and other relevant units.
- Obtaining releasable intelligence reports for disclosure to host staff.
- Assisting in battlefield analysis and providing recommendations to host command and the DLD operations section based on knowledge of the operational situation.
- Maintaining section logs.
- Providing an alternate foreign disclosure officer and assisting in foreign disclosure training.

Intelligence Section Manning

2-24. The intelligence section consists of the intelligence section chief, the intelligence officer, the senior intelligence NCO, and an intelligence analyst.
Intelligence Section Chief

2-25. The intelligence section chief supervises the overall activities and training of the intelligence section. This officer ensures intelligence liaison is established with the host intelligence staff. This officer also ensures intelligence support is provided to all DLD teams. The intelligence section chief coordinates activities to ensure the flow of intelligence and information between the DLD and other intelligence organizations. The intelligence section chief should complete the joint planners course and receive ASI 3H, and the intelligence section chief should complete the joint, interagency, and multinational planners course. If required, this officer provides host intelligence input to joint targeting needs.

Intelligence Officer

2-26. The intelligence officer assists the intelligence section chief and performs the duties of the intelligence section chief in the chief’s absence. This officer ensures the flow of information between the intelligence section of the supported ARFOR and host, including providing enemy ground forces information for the host. These duties include—
- Facilitating the flow of information to help the host with target intelligence development.
- Interpreting information on enemy forces for the intelligence section of the host.
- Tracking the current enemy situation.
- Assisting the host threat officer with current forces intelligence, tracking, and analysis.
- Maintaining access to theater and national collection platforms to validate key targets.
- Helping analyze and confirm emerging targets with the host and ARFOR intelligence staff.

Senior Intelligence Noncommissioned Officer

2-27. The senior intelligence NCO supervises the day-to-day intelligence operations. The senior intelligence NCO performs duties as assigned by the senior intelligence officer. The responsibilities of a senior intelligence NCO require an ASI of 2S, completion of the battle staff NCO course, and expertise in DCGS-A and ABCS. The duties of a senior intelligence NCO include—
- Maintaining the intelligence COP (using digital or map overlays) depicting current enemy situation and communications links between the ARFOR and host.
- Coordinating current intelligence with the DLD operations section.
- Accessing ARFOR intelligence using multifunction workstation, DCGS-A, or TROJAN SPIRIT-Lite.
- Coordinating map requests to support the DLD mission.
- Supervising the section intelligence analyst.

2-28. The intelligence analyst performs duties under the supervision of the senior intelligence sergeant. The intelligence analyst acts in place of the senior intelligence NCO when the senior intelligence NCO is absent or when conducting split detachment operations. The intelligence analyst's duties include—
- Posting enemy information (using digital or map overlays).
- Maintaining a database or file on local enemy ground forces.
- Plotting all enemy movement and actions.
- Maintaining all information related to the enemy.
- Maintaining the intelligence workbook and journal.
- Assisting host intelligence staff analysis of emerging targets supporting ARFOR operations.

Air and Missile Defense Section

2-29. The DLD air and missile defense (AMD) section coordinates the ARFOR commander's air defense and air space management matters with the host plans and operations cells and the ARFOR air defense artillery (ADA) headquarters. Digital information systems support the exchange and coordination of air defense and airspace management information.
Air and Missile Defense Section Functions

2-30. The AMD section performs several functions. It—

- Coordinates with the ARFOR air defense element and ADA brigade headquarters for—
  - Locations of ADA assets.
  - Engagement reporting.
  - ADA weapon engagement zones.
  - Identification of friend or foe and selective identification feature procedures.
  - Receipt of ADA annexes to operation plans or operation orders.
- Advises the host air defense commander on Army air defense matters appropriate to deconfliction of air support to ground operations.
- Coordinates with the control and reporting center for—
  - ADA unit status.
  - Changes in air defense warning.
  - Weapons control status
  - Rules of engagement
  - Identification procedures.
  - Early warning and tactical ballistic missile alert procedures.
- Advises the senior air defense officer in the host headquarters of Army air defense status, including placement of ADA weapons in direct support of joint and multinational land forces.
- Provides host ADA commander with the U.S. area air defense commander's intent.
- Coordinates with the ARFOR theater missile defense element for tactical ballistic missile alert dissemination procedures.
- Exchanges ADA operational data with host counterparts.
- Coordinates ADA airspace needs with the host airspace management section.
- Supports integration of the ARFOR commander's AMD plan with the host counterair effort.

Air and Missile Defense Section Manning

2-31. The AMD section consists of the AMD section chief, the assistant AMD operations officer, the senior AMD operations sergeant, and the assistant AMD operations sergeant.

Air and Missile Defense Section Chief

2-32. The AMD section chief of the DLD is the senior Army representative to the host air defense section. This position most closely resembles that of the AMD coordinator on a corps staff. The AMD section chief should complete the joint planners courses and have received ASI 3H. The AMD section chief should also have completed the joint, interagency, and multinational planners course, completed the tactical air operations course, and received ASI 5U. The primary duties of the AMD section chief include—

- Updating the host air defense section on the current friendly and enemy operations, AMD plans, and defended asset priorities.
- Monitoring execution of ARFOR and host AMD.
- Facilitating coordination of host and ARFOR air defense.
- Briefing the host air defense section on current and future ARFOR AMD operations.

Assistant Air and Missile Defense Operations Officer

2-33. The assistant AMD operations officer normally performs duties as the night shift AMD officer. The assistant AMD operations officer duties are the same as the AMD section chief when conducting split detachment operations and. The assistant AMD operations officer should complete the tactical air operations course and should have the ASI 5U.
Digital Liaison Detachment Organization and Command Relationships

Senior Air and Missile Defense Operations Sergeant

2-34. The senior AMD operations sergeant supervises the day-to-day operations in the section. This officer is responsible for the setup and operation of the section. The responsibilities require expertise with the air and missile defense work station (AMDWS) as an operator or supervisor and the senior AMD operations sergeant should complete the tactical air operations course and have ASI 5U. The duties of the senior AMD operations sergeant include—

- Setting up the map board depicting the current friendly AMD situation.
- Establishing communication links with the ARFOR assistant chief of staff, operations AMD section.
- Helping coordinate all airspace control measures with the host, including changes.
- Monitoring host compliance with weapons control status and airspace control measures.
- Operating the following systems:
  - Army global C2 systems.
  - Army Battle Command System (ABCS).
  - AMDWS.

Air and Missile Defense Operations Sergeant

2-35. The AMD operations sergeant performs duties assigned by the senior AMD sergeant. This Soldier acts in place of the senior AMD sergeant in when the senior AMD sergeant is absent or when conducting split detachment operations. These responsibilities also require expertise with AMDWS as operator or supervisor.

SUSTAINMENT SECTION

2-36. The DLD sustainment section serves the DLD commander, all DLD sections, and the host command to which the DLD is liaiison as a one-stop commander, Army forces sustainment liaison. This structure benefits from unity of direction and training under a single senior sustainment officer. Digital information systems support the exchange and coordination of logistics data and requirements, including updates of planning and operational graphics. The sustainment function of the DLD is that of liaison and coordination, not that of direct support. The DLD sustainment section co-locates with the sustainment personnel of the host.

Sustainment Section Functions

2-37. The sustainment section supports host forces as required in execution of their functions. DLD sustainment functions include, but are not limited to—

- Supporting the host in logistics and transportation planning and refinement for all missions involving the ARFOR.
- Supporting the DLD operations team coordination with the host operations section on immediate requests for resupply.
- Coordinating emerging host sustainment challenges with the ARFOR assistant chief of staff, logistics and supporting theater sustainment command or expeditionary sustainment command.
- Keeping the DLD operations section informed of host sustainment status.
- Exchanging information with ARFOR assistant chief of staff, logistics and supporting theater sustainment command or expeditionary sustainment command to answer logistic assessment questions.
- Helping the host logistic section request and integrate sustainment support for its requirements.
- Assisting the host with transportation movement planning, including deployment and redeployment planning.

Sustainment Section Manning

2-38. The sustainment section consists of the sustainment section chief, the sustainment officer, the senior logistics NCO, and the transportation NCO.


**Sustainment Section Chief**

2-39. The sustainment section chief supervises the overall activities and training of the sustainment section. The sustainment section chief officer ensures sustainment coordination is established with the sustainment staff of the host. The sustainment section also ensures sustainment support is provided to all DLD teams. The sustainment section chief coordinates activities to ensure the flow of sustainment information between the DLD and other ARFOR sustainment organizations. This officer prepares and presents sustainment briefings as needed. The sustainment section chief should complete the joint planners course and obtain ASI 3H, and complete the joint logistics course and the joint, interagency, and multinational planners course. If required, the sustainment section chief provides host sustainment input to ARFOR sustainment planning.

**Sustainment Officer**

2-40. The sustainment officer normally performs duties as the night shift sustainment officer. These duties are the same as the sustainment section chief when conducting split detachment operations.

**Senior Logistics Noncommissioned Officer**

2-41. The senior logistics NCO supervises day-to-day section operations. This NCO is responsible for setup and operation of the sustainment section, including—

- Maintaining the sustainment situation (using a digital or map overlay) depicting current and planned friendly sustainment situation data and communication links between the ARFOR and the host using the Battle Command Sustainment Support System BCS3.
- Maintaining liaison with host sustainment counterparts to keep abreast of the current sustainment situation.
- Preparing logistic reports.
- Supervising the transportation NCO.
- Briefing senior officers and visiting dignitaries regarding sustainment activities and status.

**Transportation Noncommissioned Officer**

2-42. The transportation NCO performs duties under the supervision of the senior logistics NCO. The transportation NCO helps the senior logistics NCO with the setup and operation of the sustainment section. The transportation NCO’s duties include—

- Planning and coordinating the movement of the DLD.
- Posting significant logistic information (using a digital or map overlay).
- Maintaining the sustainment workbook and journal.
- Assisting the host with transportation movement planning, including deployment and redeployment planning.

**FIRES SUPPORT SECTION**

2-43. The DLD fire support section consists of field artillery personnel that co-locate with the fires and artillery personnel of the host command. The fire support section ensures that host fire support is synchronized with current Army combat operations. The fire support section takes actions to integrate use of lethal and nonlethal effects into current operations and plans for future operations. Digital information systems support the coordination and execution of fire support, including digital update of current fires graphics.

**Fires Support Section Functions**

2-44. The fires support section performs several functions. These functions include—

- Coordinating changes to the fire support coordination line and other fire support coordination measures with the host staff.
- Passing host requests for immediate Army Tactical Missile System and other support to the ARFOR fires cell.
• Coordinating and synchronizing ARFOR precision strike operations with the host fire support section.
• Coordinating with ARFOR electronic warfare planners in the integration of electronic warfare with the host.
• Deconflicting host-proposed changes beyond the fire support coordination line with friendly forces (for example, special operations forces) forward of the forward line of own troops and with restrictive fire support coordination measures (both protected and restricted targets).

**Fires Support Section Manning**

2-45. The fires support section consists of the fires section chief, the fire support officer, the senior fires operations sergeant, and the fire support NCO.

**Fires Section Chief**

2-46. The fires section chief of the DLD is the senior Army representative to the host fire support cell. This position most closely resembles that of the fire support coordinator on a corps staff. The fires section chief should complete the joint planner’s course, obtain ASI 3H, complete the joint, interagency, and multinational planners course, and complete the joint operational fires and effects course. The primary duties of the fires section chief include—

- Updating the host fire support section on current friendly and enemy operations, status of Army Tactical Missile System, and development of the designated target lists and fire support priorities.
- Monitoring execution of ARFOR and host fires.
- Facilitating coordination of host and ARFOR lethal and nonlethal effects support.
- Ensuring ground operations maps are current.
- Briefing the host fire support section on current and future ARFOR lethal and nonlethal effects.

2-47. A fires support officer normally performs duties as the night shift fire support officer. The fires support officer’s duties are the same as the fire support section chief when conducting split detachment operations.

**Senior Fires Operations Sergeant**

2-48. The senior fires operations sergeant supervises the day-to-day operations in the section. The senior fires operations sergeant is responsible for the setup and operation of the fires section. The responsibilities of the senior fires operations sergeant require an ASI of F9, Advanced Field Artillery Tactical Data System (AFATDS) operator or supervisor. The duties of the senior fires operations sergeant include—

- Setting up the map board depicting the current friendly situation.
- Establishing communication links with the ARFOR assistant chief of staff, operations, current operations cell, and fires cell.
- Helping coordinate all fire support coordination measures with the host, including changes to current fire support coordination measures.
- Monitoring host compliance with fire support coordination measures.
- Operating the Global Command and Control System-Army, the Army mission command information systems, the contingency theater air control system automated planning system, and AFATDS.

**Fire Support Noncommissioned Officer**

2-49. The fire support NCO performs duties assigned by the senior fire operations sergeant. This Soldier acts in place of the senior fire support NCO during the senior fire support NCO’s absence or when conducting split detachment operations. The responsibilities of the senior fire support NCO require an ASI of F9, AFATDS operator or supervisor.
Digital Master Gunner

2-50. With the proliferation of technology, DLDs should have at least two digital master gunners designated. Digital master gunners are the commander's subject matter experts regarding operation, maintenance, integration, and training on the mission command information systems (MCIS) in a unit's command post. Digital master gunner duties include—

- Integrating command post mission command information systems.
- Assisting in establishing the command post network.
- Configuring MCIS architecture.
- Assisting the COP manager in developing the COP.
- Implementing a unit individual digital training program.

Note. The Mission Command Center of Excellence (at Fort Leavenworth, Kansas) offers a mission command digital master gunner course that awards the ASI 5C. For more information, go to the mission command digital master gunner course website.

AUGMENTATION OF THE DIGITAL LIAISON DETACHMENT

2-51. DLDs may be task organized and augmented by the supported theater army when required for its liaison mission. These augmentees are detached from their assigned units and sections and attached for operational and administrative control to the DLD. This relationship begins, on order, when directed by the supported theater army to the various staff sections and units that provide augmentees. Once notified, augmentees report to and link up with the DLD. For link up, all augmentees will have personal and mission equipment on hand in accordance with applicable standard operating procedures. The active duty DLDs in Korea also have Korean augmentees for additional capacity and to serve as translators.

2-52. Augmentees may be required to increase capacity in the existing functional capabilities of the DLD, including maneuver, intelligence, logistics, fire support, or AMD. They may also be required to provide additional liaison capabilities such as Army aviation, cyber operations, engineer, military police, chemical, human resources, or comptroller. In addition, during crisis or contingency operations, the joint force commander could augment the DLD with a general officer and U.S. Air Force or special operations personnel to convert the DLD to a joint liaison detachment, as is the case in Korea.

2-53. When possible, additional liaison sections should be constructed similar to the DLDs, and they should be composed of two officers and two NCOs with appropriate MCISs and equipment. Table 2-1 depicts a notional aviation liaison section, table 2-2 depicts a notional cyber-operations liaison section, table 2-3 depicts a notional human resources liaison section, and table 2-4 depicts a notional engineer section.
## Table 2-1. Aviation liaison section

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Military Occupational Specialty Position Title Number</th>
<th>Rank</th>
<th>Required</th>
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<tbody>
<tr>
<td>Aviation officer</td>
<td>15B</td>
<td>Major</td>
<td>1</td>
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<tr>
<td>Aviation officer</td>
<td>15B</td>
<td>Captain</td>
<td>1</td>
</tr>
<tr>
<td>Aviation team noncommissioned officer</td>
<td>15P40</td>
<td>Sergeant First Class</td>
<td>1</td>
</tr>
<tr>
<td>Air traffic control noncommissioned officer</td>
<td>15Q30</td>
<td>Staff Sergeant</td>
<td>1</td>
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</tbody>
</table>

## Table 2-2. Cyber operations section

<table>
<thead>
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<th>Position Title</th>
<th>Military Occupational Specialty Position Title Number</th>
<th>Rank</th>
<th>Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cyber electromagnetic operations officer</td>
<td>17A</td>
<td>Major</td>
<td>1</td>
</tr>
<tr>
<td>Electronic warfare technician</td>
<td>29A00</td>
<td>Chief Warrant Officer</td>
<td>1</td>
</tr>
<tr>
<td>Senior cyber noncommissioned officer</td>
<td>17E40</td>
<td>Sergeant First Class</td>
<td>1</td>
</tr>
<tr>
<td>Spectrum manager</td>
<td>29E30</td>
<td>Staff Sergeant</td>
<td>1</td>
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</tbody>
</table>

## Table 2-3. Human resources liaison section

<table>
<thead>
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<th>Position Title</th>
<th>Military Occupational Specialty Position Title Number</th>
<th>Rank</th>
<th>Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human resources officer</td>
<td>42H</td>
<td>Major</td>
<td>1</td>
</tr>
<tr>
<td>Human resources officer</td>
<td>42B</td>
<td>Captain</td>
<td>1</td>
</tr>
<tr>
<td>Human resources team noncommissioned officer in charge</td>
<td>42A40</td>
<td>Sergeant First Class</td>
<td>1</td>
</tr>
<tr>
<td>Human resources team noncommissioned officer</td>
<td>42A30</td>
<td>Staff Sergeant</td>
<td>1</td>
</tr>
</tbody>
</table>

## Table 2-4. Engineer liaison section

<table>
<thead>
<tr>
<th>Position</th>
<th>Military Occupational Specialty Position Title Number</th>
<th>Rank</th>
<th>Required</th>
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</thead>
<tbody>
<tr>
<td>Engineer officer</td>
<td>12A</td>
<td>Major</td>
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</tr>
<tr>
<td>Combat engineer officer</td>
<td>12B</td>
<td>Captain</td>
<td>1</td>
</tr>
<tr>
<td>Engineer section noncommissioned officer in charge</td>
<td>12X40</td>
<td>Sergeant First Class</td>
<td>1</td>
</tr>
<tr>
<td>Construction Engineer noncommissioned officer</td>
<td>12H30</td>
<td>Staff Sergeant</td>
<td>1</td>
</tr>
</tbody>
</table>

### EQUIPMENT OF THE DIGITAL LIAISON DETACHMENT

2-54. Each DLD is assigned a standard set of equipment. This equipment can be augmented with additional Army, joint, or commercial off-the-shelf equipment, depending on specific mission requirements.
MISSION COMMAND INFORMATION SYSTEMS

2-55. The inventory of MCISs (also referred to as Army Battle Command Systems) in a unit is dependent upon the type of unit and its primary mission. There are a multitude of systems available to commanders and staffs, some of which are warfighting function immaterial (for example, command post of the future [CPOF]) and others specific to staff sections (for example, AFATDS), which provide commanders with an increased information capability. However, this capability comes with requirements, including the responsibility to train Soldiers and leaders in both the capabilities of the information systems available to them and how to integrate them to assist commanders during the conduct of continuous operations.

2-56. Staffs use MCISs to process, store, and disseminate information according to the commander's priorities. Commanders must determine their critical information requirements and focus their staffs and organizations on using MCISs to meet these requirements. These capabilities relieve the staff of handling routine data. Especially when merged into a single, integrated network, MCISs enable extensive information sharing and situational understanding.

2-57. An MCIS (or ABCS) provides digital data exchange capability between host locations with DLD teams and the ARFOR or joint force land component command headquarters. The DLD digital architecture includes several organic systems with multifunctional work stations. These include—

- CPOF.
- AFATDS.
- AMDWS.
- DCGS-A.
- Sustainment System Mission Command.
- Force XXI Battle Command Brigade and Below.
- Global Command and Control System-Army.

2-58. DLDs use the CPOF as the primary tactical-level information system. It provides the digital tracking COP, operation plan and operation order development and dissemination, resource management, and collaborative planning capabilities through interface with other mission command information systems. The headquarters section uses two tactical mission command client workstations and AN/TYQ-137B (V) 3. The CPOF provides tactical commanders an executive-level, decision-support system providing visualization and collaborative tools.

2-59. The DLD fires section uses two AFATDSs (AN/GYK-56 and AN/GYK-57) which provide a fully integrated fire support system. The DLD fires section gives the fire support coordinator automated support for planning, coordinating, controlling, and executing close support, counterfire, interdiction, and suppression-of-enemy-air-defenses fires.

2-60. The DLD AMD section uses the two air and missile defense warning system work stations (AN/GYQ-88s) to integrate air defense fire units, sensors, and command posts into a single system capable of defeating and denying aerial threats (including unmanned aerial systems, helicopters, fixed-wing aircraft, and other platforms).

2-61. The DLD intelligence section uses two DCGS-As to perform system operations management, system security, collection management, intelligence processing and reporting, high-value and high-payoff target processing and nominations, and communications processing and interfacing. DCGS-A provides a distributed, network-centric, systems-of-systems architecture that allows collaborative intelligence operations and integrated information collection capability.

2-62. The DLD sustainment section uses two sustainment system mission command systems (AN/GYK-61s) to provide the logistics portion of the COP. This system gives DLD commanders and their staffs the ability to target, access, scale, and tailor critical logistics information in near-real time. It provides an effective and efficient means to gather and integrate asset and in-transit information to manage convoy and deployment missions.

2-63. The DLD operations and maneuver section uses Force XXI Battle Command, Brigade and Below, command post system AN/GYK-62B, and Force XXI Battle Command, Brigade and Below AN/UYK-128.
to provide integrated, on-the-move, timely, and relevant information to combat, support, and sustainment leaders and Soldiers.

2-64. The DLD operations and maneuver section also uses Global Command and Control System-Army laptop AN/PYQ-13 to provide an integrated and seamless link of information and data from the Global Command and Control System-joint to corps echelons and below. Global Command and Control System-Army also feeds digital COP information up to the joint and multinational community.

**VEHICLES**

2-65. The DLD base table of organization and equipment vehicle authorization is five high mobility multipurpose wheeled vehicles and one light medium tactical vehicle. Deployed DLDs will have an appropriate mix of tactical vehicles to accomplish their mission. These may include mine-resistant armored vehicles from theater-provided equipment.

**SUPPORT REQUIRED BY THE DIGITAL LIAISON DETACHMENT**

2-66. As a small independent unit, a DLD will be dependent for support from other units. Despite being commanded by a colonel, a DLD does not have a brigade-level equivalent staff, as it is not intended to supervise other units. The primary operational dependency of a DLD is for communications support. A DLD must have the same number of appropriately equipped signal support teams with joint network nodes or command post nodes as it operates from separate locations. A DLD may also require adequate numbers of military translators (skill identifier 09Ls) or civilian interpreters, depending upon language requirements of the host headquarters. Additionally, a DLD is dependent upon its supported higher echelon Army headquarters for most administrative, financial, legal, religious, medical, and logistic matters. For example, a DLD is dependent upon a support maintenance company for low density maintenance support. A DLD will also be dependent upon its host unit, with which it is located for physical security and common use logistic support, including field feeding. The DLD must coordinate all of these support requirements from both the supported and host headquarters before employment of a DLD.

**COMMAND RELATIONSHIPS OF THE DIGITAL LIAISON DETACHMENT**

2-67. Because of DLDs critical role in contributing to mission command for a theater army and other Army operational headquarters in their areas of operations, DLDs are included in the same force structure category as theater armies. DLDs may be assigned or attached for employment to theater armies, field armies (as in Korea), corps, or division headquarters. DLDs could also be provided to support joint headquarters. Consequently, personnel assigned to a DLD must be familiar with the organization and functions of its typical higher headquarters of assignment or attachment. (See FM 3-94 for more information about theater army, corps, and division operations. See JP 3-31 for more information joint land operations, and see JP 3-33 for more information on joint task force operations.)

2-68. The Army contributes organizational elements and capabilities to joint force commanders (JFCs). Those JFCs can conduct joint, interagency, multinational, and other operations across the range of military operations. The theater army contributes capabilities to joint, interagency, multinational, and other operations, and to the conduct of operations at the operational level. The theater army headquarters, with its contingency command posts and their associated theater-enabling commands and functional brigades, provides mission command over Army or joint forces for small-scale operations. Additionally, the Army will provide corps or division headquarters from the force pool. This is done to meet requirements for major operations or exercises which exceed the limited capabilities of the theater army's contingency command post. Corps (or field army) and division headquarters, task organized with subordinate brigade combat teams, supporting brigades, and other units, provide mission command to Army or joint forces for major, sustained operations. (See FM 3-94 for more information about theater army operations.)
Theater Army

2–69. Each combatant command has an Army Service component command (ASCC) assigned to it. An Army Service component command is the command responsible for recommendations to the joint force commander on the allocation and employment of Army forces within a combatant command (JP 3–31). Geographic combatant commanders (GCCs) have theater army headquarters assigned to them as their ASCCs. The theater army includes the theater army commander, the theater army headquarters, and all Army forces (organizations, units, personnel, and installations) assigned or attached to the combatant command. The organization of theater army headquarters is based on a modified table of organization and equipment, tailored to the specific requirements of each. This may be further augmented by a table of distribution and allowance to account for temporary or variable operational requirements in each area of responsibility (AOR).

2–70. A theater army assigned to a GCC provides a regionally oriented, long-term Army presence for military engagement, security cooperation, deterrence, and limited intervention operations, and it provides support to Army and joint forces operating in joint operations areas (JOAs) opened in the GCC’s AOR. Army operational-level organizations assigned to the theater army provide theater-level capabilities necessary to perform unified land operations as well as to assist and augment subordinate tactical organizations.

2–71. The theater army retains responsibility for AOR-wide contingency planning and coordination, including developing and maintaining operation plans and concept plans, updated regionally focused intelligence estimates, and Service support plans to the GCC’s theater campaign plan. The theater army will conduct collaborative planning with corps, divisions, or other designated Army headquarters assigned to execute specified operation plans and concept plans or to conduct major exercises in the AOR, or those headquarters which may be aligned with the GCC for planning purposes. In particular, the theater army will contribute its considerable regional expertise (including cultural factors and regionally focused intelligence estimates) to the collaborative planning process with corps or division headquarters preparing to conduct operations in the AOR.

Theater Army as an Army Service Component Command

2–72. The theater army is not designed to operate as the joint task force (JTF), joint force land component command, or ARFOR for major operations in a single JOA. Army corps headquarters are designed to mission command land forces in major operations in a single JOA and rapidly transition to a JTF headquarters for major operations. The Army corps is the Army’s headquarters of choice for these roles and missions. The theater army is designed to perform the functions of the ASCC to the GCC, including the Title 10, administrative control, common user logistics, and Army executive agent responsibilities. These responsibilities extend to the support of any JOAs opened in the AOR, including theater opening and Army support to other services or agencies.

2–73. The theater army, with a deployable contingency command post, has a limited capability to provide direct mission command over operations: limited in terms of scale, scope, intensity and duration.

2–74. Although the theater structure for each GCC is unique, the functional requirements of a theater organization remain somewhat constant. The Chief of Staff of the Army, working with each supported GCC, configures theater armies to meet the specific requirements of their respective AORs. The theater army commander provides the GCC with operationally relevant Army capabilities. The level of capability and support required varies from one AOR to another. The theater army commander identifies, tailors, employs, and deploys specific Army capabilities required to support the combatant commander, as required. As the situation changes, the Secretary of Defense modifies those resourcing decisions as necessary, based on the combatant commander’s request for forces or previously approved plans.

Theater Army Headquarters

2–75. The theater army headquarters contains the theater army commander, deputy commanding general, and the commander’s personal and coordinating staff principals, under the supervision of the chief of staff. The theater army remains the senior Army headquarters for the AOR and provides Title 10 support, including policy, plans, programs, and budgeting, to its assigned Army forces in the combatant command’s AOR.

2–76. Key tasks associated with its roles include—
Digital Liaison Detachment Organization and Command Relationships

- Serving as the primary interface between the Department of the Army, Army commands, and other ASCCs.
- Developing Army plans to support the theater campaign plan in that AOR.
- Tailoring Army forces for employment in the AOR.
- Controlling reception, staging, onward movement, and integration for Army forces in the AOR.
- Exercising operational control of deployed Army forces not subordinated to a JFC.
- Exercising administrative control of all Army forces operating in the AOR.
- Providing support as directed by the combatant commander to other Service forces, multinational forces, and interagency partners.
- Providing operational control of all joint forces attached to it as either a joint force land component command or JTF headquarters, as required by the combatant commander.
- Providing planning in support to the GCC’s strategic planning, theater campaign plan, theater posture plan, theater security cooperation plans, theater global force management planning, deliberate plans, and crisis action planning.
- Conducting security cooperation and partner building activities.

2-77. The theater army headquarters divides its staff focus among AOR-wide control, support of Army forces, and administrative control of Army and joint forces in an active JOA. The theater army staff will continue to plan, prepare, and assess military engagement, security cooperation, and deterrence outside a JOA. Simultaneously, the theater army staff will focus on support of Army, joint, and multinational forces inside a JOA. Because each geographic combatant command is unique, each theater army will have unique methods for organizing its headquarters to address these challenges.

2-78. The theater army headquarters depends on theater enabling units for staff functions or supporting capabilities. While these enablers may vary considerably by size and type between GCCs, they include—

- Theater sustainment command for logistic support.
- Medical deployment support command to provide force health protection and health service support.
- Theater signal (Network Enterprise Technology Command) organization for connectivity to all LandWarNet services, including all network and signal support to DLDs.
- The garrison command of the installation on which it is located for access control and local security. Regional Support Groups provide contingency base operations functions.
- Theater military intelligence brigade for analytical support.
- The U.S. Army Material Command for support from an Army field support brigade, contracting support brigade, or logistic civil augmentation program.
- Defense Logistics Agency personnel for logistic reach back to that agency.
- A civil affairs planning team from a civil affairs brigade or command to provide staff augmentation of the theater army assistant chief of staff, civil affairs operations.
- Military police organizations to assist the theater army provost marshal in force protection, physical security, antiterrorism, and response force operations.
- A geospatial terrain team for all geospatial information and services.
- A modular chemical, biological, radiological, nuclear, and high yield explosive (CBRNE) team to establish a full-time CBRNE planning expertise and assessment capability in the headquarters.
- A public affairs detachment or team to establish a visitor’s bureau for major combat operations, augment the organic staff, or establish a media support or broadcast center.
- Army space coordination element for managing Army space support teams, commercial exploitation teams, missile warning detachments, or other Army space elements.
- Air traffic services command augmentation for air traffic service during operational surges.
- A military police protective services detachment to provide close-in protective service details for the theater army commander, deputy commanders, and other designated high-risk personnel.
• The human resources sustainment center and resource management center of the theater sustainment command for the conduct of specified personnel and resource management activities respectively.

• DLDs to provide liaison between the theater army and multinational headquarters or partners during operations and exercises.

(See FM 3-94 for more information on theater army operations.)
Chapter 3
Digital Liaison Detachment Operations

This chapter discusses the digital liaison detachment (DLD) employment options for unified land operations, including decisive action—the continuous, simultaneous combinations of offense, defense, and stability or defense support of civil authorities tasks (ADRP 3-0). The basis of allocation for DLDs is normally five per committed theater army for major operations, one DLD per corps and division serving as a joint task force (JTF) headquarters, and as approved by the Department of the Army (DA). For multinational support during counterinsurgency or foreign internal defense, one DLD will be required per each multinational headquarters (at division or higher echelons) and one per host ministry of defense requiring digital liaison. This chapter also discusses the communications and information systems requirements, sustainment, and reconstitution considerations for the DLD.

EMPLOYMENT OF THE DIGITAL LIAISON DETACHMENT

3-1. DLDs are useful for all aspects of decisive action, including offensive, defensive, stability, or defense support of civil authorities (DSCA) tasks. Regionally affiliated DLDs can provide insights on the unique level of commitment and capabilities of each partner to provide advice to the theater army commander on assignment of forces and missions to create an interoperable organization.

3-2. DLDs can perform a variety of tasks during stable peace through general war. The joint force commander (JFC), through the theater army, employs DLDs during shaping operations or in the early phases of a contingency operation. DLDs facilitate team building and ensure that multinational forces understand the JFC’s intent. Additionally, the DLDs assess multinational member capabilities and help U.S. military planners make the best use of them. In this way, DLDs support unity of effort among multinational members before the conduct of operations.

3-3. DLDs conduct coordination to ensure that the rules of engagement are consistent and understood by all members in a multinational contingent. DLDs conduct this assessment by fostering a better understanding and consideration of a multinational member’s unit deployments, rules of engagement, and national caveats. Different rules of engagement in a multinational force, particularly in stability operations or counterinsurgency, can result in tactical responses (such as close air support) from multinational members that do not meet the expectations of Soldiers on the ground and put them at risk.

3-4. DLDs help commanders understand how multinational members may or may not contribute to stability operations. Because these common objectives bind the nations together in a common cause, they act as a center of gravity. DLDs constantly evaluate the solidarity of a multinational force by monitoring these shared military-political objectives. In this way, DLDs provide an advance warning network to notify commanders when the national interest of a multinational partner shifts or conflicts with U.S. objectives.

3-5. DLDs support intelligence efforts by developing rapport and intelligence exchange with multinational members’ national intelligence organizations. DLDs provide cursory analysis of intelligence (such as screening for foreign disclosure) and then route the necessary information to multinational analysts while respecting individual national sensitivities.

3-6. Past multinational experience confirms the desirability of making logistic support a national responsibility. The combined staff must ensure the effective use and coordination of host-nation facilities, transportation lines of communication, airfields, and seaports. Sometimes, with multinational partners from smaller nations, the U.S. provides air and sealift to facilitate a member’s participation in the multinational
force. DLDs provide a mechanism to keep commanders aware of logistic systems capacity, critical supplies, shortfalls, and misunderstandings. DLDs help planners identify the needs of multinational members and understand what national support they provide. In multinational forces, DLDs are particularly critical when the United States is operating with partners who are reluctant to share intelligence, especially when intelligence might reveal sensitive sources or collection methods.

**OPTIONS FOR EMPLOYMENT**

3-7. Higher-echelon headquarters can employ DLDs in a variety of ways. During major or very large-scale combat operations in a combatant commander’s area of responsibility (AOR), commanders can expect that five DLDs will be required. DA provides DLDs to the committed theater army headquarters and then further assigns or attaches them as necessary to corps, division, or other Army and joint headquarters. Figure 3-1 depicts a situation where a theater army is serving as the multinational joint force land component commander for a very large-scale combat operation.

3-8. In the scenario depicted in figure 3-1, the theater army has one battlefield coordination detachment and five DLDs assigned. The battlefield coordination detachment provides component liaison to the air component, while DLDs provide liaison with the Marine expeditionary force, the North Atlantic Treaty Organization (NATO) corps, the host-nation division, and as the nucleus of the multinational coordination center established by the JFC with another multinational partner. Another DLD has been split into two DLDs for liaison with two multinational brigades under operational control of the U.S. Army corps. Command LNO teams, organic to the theater army headquarters, are also employed as depicted with the naval component, the theater special operations command, the combatant commander, and with the U.S. Army brigade in theater reserve. (See FM 3-94 for more information on very large-scale combat operations.) Figure 3-1 illustrates examples of DLDs for very large-scale combat operations.
Figure 3-1. Example of digital liaison detachments for very large-scale combat operations

3-9. A DLD may be employed as a single element for 24-hour operations as a multinational coordination center (MNCC), as a national level with a host ministry of defense, and at a large multinational (corps or equivalent) or other Service headquarters (such as a Marine expeditionary force). When the situation requires, supporting headquarters split DLDs into two less robust, but equivalent, fifteen-person liaison teams at two separated locations, or into three brigade-level teams and a headquarters element.

**SINGLE DETACHMENT OPERATIONS**

3-10. DLDs have sufficient field grade officers and senior NCOs to support unified land operations with ground maneuver operations, fire support, intelligence, air defense operations, and logistic expertise to support host staff coordination activities, as illustrated in figure 3-2 on page 3-4. DLDs are used to facilitate understanding and communication between headquarters in multinational operations between multinational partners (as in OPERATION DESERT STORM) or with allied headquarters such as in NATO or in the Republic of Korea. Eighth Army in Korea has two active duty DLDs to provide continuous liaison capability between it and the three Republic of Korea army headquarters (one of the DLDs is split to support two of the army headquarters). These DLDs enable mutual understanding and unity of effort through coordination, information exchanges, and the integration of war-fighting capabilities.

3-11. JFCs and or multinational force commanders establish functional liaison between principal staff functions to rationalize multinational resources and create standardized operating systems to govern staff
interactions. In these cases, DLDs are located with the multinational headquarters, require interpreter or translator support, and establish communications with the supported U.S. headquarters.

Figure 3-2. Digital liaison detachment multinational headquarters example

3-12. DLDs are used in joint operations as liaisons between the joint force land component commander (JFLCCF), a commander, Army forces, or a joint force commander (JFC) and Service headquarters (such as a Marine air-ground task force requiring Army connectivity). JFLCCF liaison officers (LNOs) provide continuous and close liaison to facilitate unity of effort and accomplishment of assigned objectives. DLD teams provide these JFLCCF LNO teams with the Army Battle Command Systems (ABCSs) needed.

3-13. The joint force maritime component commander or the Navy Service component commander frequently establishes a subordinate task force composed of Navy Expeditionary Combat Command elements. These elements may consist of riverine squadrons, naval construction battalions, and naval logistic units operating ashore. This task force interfaces with and provides liaison to the JFLCCF or commander, ARFOR. A DLD is used to provide reciprocal commander, ARFOR, or JFLCCF liaison to the joint force maritime component commander or Navy Service component and is responsible for synchronizing ground operations and fires with joint maritime operations. In this case, the DLD or one of its tailored teams should be co-located with the other Service component headquarters. (See JP 3-31 for more information on joint land operations.)

3-14. DLDs provide the core of an MNCC between a U.S. combatant commander and a parallel multinational force, as depicted in figure 3-3. In this arrangement, the DLD is appropriately augmented by joint, interagency, multinational, and other personnel to serve as a coordination center. The DLD commander is the primary U.S. interface to a multinational counterpart at the chief of staff level, and manages the requirements and tasking flow into each of the respective headquarters. The respective chiefs of staff would then task staffs as appropriate for action and follow-up. The operations, intelligence, fires, AMD, and logistics sections of the DLD could provide the core of an operations center that provides for information exchange between all LNOs and between the combined joint intelligence, operations, and logistics sections of each respective headquarters to maintain situational awareness. The DLD would remain independent and be co-located with its multinational partner to provide in-person representation for the U.S. JFC and staff. (See figure 3-3 for an example of a DLD providing a multinational coordination center.)
3-15. If serving at the host-nation's national level, DLDs provide staff liaison between two headquarters and in some cases a ministry from a host government. This relationship is depicted in figure 3-4 on page 3-6. In this arrangement, the DLD commander is the primary interface at the chief of staff level and manages the requirements and tasking flow into each of the respective national chiefs of staff offices. The national chiefs of staff then task staffs, as appropriate, for action and follow-up. The operations, intelligence, fires, AMD, and logistics sections of the DLD staff a liaison operations center that provides an information exchange between all LNOs and between the combined joint intelligence, operations, and logistic sections of each respective headquarters to maintain situational awareness. (See figure 3-5 on page 3-7.) DLDs remain independent and co-located with the allied or partner national headquarters to provide in-person representation for the JFC and staff.
Figure 3-4. Digital liaison detachment arrangement example at national level
3-16. Trust is the centerpiece of any successful partnership. When organized with a signal support team from the supporting theater signal brigade or command, a DLD is able to bring network capabilities and staff tools such as a common operational picture (COP) to the supported headquarters. However, the primary and most powerful communication method is personal interaction with key leaders (using an interpreter as required).

3-17. Successful LNOs establish and maintain trust through frequent personal meetings. If established, the liaison operations center monitors and facilitates both routine staff coordination activities and long-term planning activities between the two staffs, nongovernmental agencies, and native government ministries. The liaison operations center, similar to a command post, also facilitates the situational awareness of each respective headquarters of their tactical operations and assists with the de-confliction of air and ground operations. The DLD provides command representation between the combatant commander or sub-unified command or joint forces commander with a multinational forces headquarters. (See ATP 6-0.5 for more information on command post operations.)

3-18. DLDs maintain contact with the host headquarters and exchange information through the ABCSs—such as Advanced Field Artillery Tactical Data System (AFATDS), Sustainment System Mission Command, Distributed Common Ground System–Army (DCGS-A) and command post of the future (CPOF)—to coordinate ground operations, information collection, fires, airspace clearance, logistics, and to pass targeting intelligence and other data. (See figure 3-6 on page 3-8 for an example of the DLD detachment host interface.)
3-19. As an option, when warranted by the mission variables, the supported headquarters may direct a DLD to split into two equal 15-person teams for liaison at two geographically separated operational-level multinational headquarters locations (such as the situation in Korea). The DLD commander and executive officer each lead a half-detachment with the functional sections split evenly. Each split-detachment liaison team retains the staff and ABCS capabilities of the complete DLD, but with reduced capacity, especially for 24-hour operations, in each of the functional sections. This option requires two complete signal support teams, one at each site. This option could also be used to provide coverage for an extended period of time at a single host location using a single DLD by dividing the deployed time on station time of the personnel of the DLD.

3-20. Another option is to split the detachment into two or three brigade-level teams of from 7 to 10 personnel and a headquarters element. This option is displayed in figure 3-7. This option is required when the mission is to provide liaison support to multiple tactical-level headquarters instead of operating to support larger, operational headquarters. These brigade-level teams provide minimal digital communications capability and connectivity to multinational brigade-level headquarters.

3-21. If split into three teams, all five functions (ground operations, fires, intelligence, AMD, and logistics) may not be possible at all locations, and twenty-four hour capacity may not be possible. With this option, a DLD headquarters element is positioned at a common higher host headquarters, such as a U.S. division or corps headquarters. From that location, the DLD commander coordinates, monitors, and facilitates the liaison activities conducted by the brigade-level teams. This option requires signal teams at each separate location. (See figure 3-8 for a possible three brigade team configuration.)
DIGITAL LIAISON DETACHMENTS IN STABILITY AND DEFENSE SUPPORT OF CIVIL AUTHORITIES OPERATIONS

3-22. DLDs can also be employed as part of decisive action during stability or DSCA operations.

STABILITY OPERATIONS

3-23. In stability operations, the Army often finds itself involved in nation building where the international community expends efforts to rebuild a country's infrastructure and institutions. These operations also serve to stabilize the country by providing the people with essential services. Nongovernmental agencies, multinational force staffs, and joint force staffs disburse nation-building funds through development projects and programs. Examples of such programs include the administration of elections, counternarcotics operations, and the development of the national security apparatus.

3-24. DLDs and other Army liaison teams can facilitate rationalization and standardization of programs, budgets, and efforts between government ministries, non-government agencies, multinational staffs, and joint
forces staffs. DLDs can accomplish this by assigning programs to section chiefs as appropriate for their functions. For example, training of a national army might fall under the operations element or security under intelligence element. However, it is difficult for a DLD to manage both a program mission and a functional staff mission without augmentees. Furthermore, DLDs can engage in the primary role of bringing planners to the table and acting as a broker for the development of standing agreements between concerned parties. Once the operating procedure of the working group is established, the role of the DLD will diminish.

**Military to Government Liaison**

3-25. A main objective of returning autonomy to a rebuilding nation is the development of that national government's ability to maintain its national infrastructure, provide internal security, and maintain the integrity of its borders. The JFC can task DLDs to interface with government ministries to facilitate these development activities. For example, when coordinating security operations, a sub-element of the liaison team can be task-organized to co-locate with a ministry.

3-26. DLDs can provide needed communications and coordination with multinational and joint force staffs through a liaison operations center. The DLD commander can leverage the use of the liaison operations center to help a government ministry to coordinate internal security for its national elections with multinational forces. The liaison operations center is the natural coordinating element responsible for bringing together the efforts of the host-government military and police, multinational and joint military forces, and nongovernmental activities.

3-27. During OPERATION ENDURING FREEDOM, DLDs were also used to provide U.S. manning for joint border coordination centers along the Afghanistan-Pakistan border.

**Use of a Digital Liaison Detachment for Security Force Assistance**

3-28. DLDs can also be used to provide security force assistance (SFA) to a host army formation. SFA may be part of foreign internal defense to build host-nation capacity to anticipate, preclude, and counter threats or potential threats, particularly when the host nation has not attained self-sufficiency and is faced with military threats beyond its capability to handle. Emphasis on organizing, planning, and executing SFA during foreign internal defense is essential.

3-29. Police, military, and border forces must be designed to operate and cooperate in appropriate segments of the spectrum of SFA activities. U.S. planners must know what these units are intended to do in the host-nation’s scheme, not necessarily the U.S. model, and should plan to assist in developing host-nation capabilities so that these units can carry out their security functions.

3-30. The fully developed and institutionalized foreign security forces (FSF) must be able to plan, prepare, and execute at all appropriate levels. Thus SFA must be integrated into U.S. planning at all levels and designed to work seamlessly with the host-nation government at all appropriate levels, from the ministries dealing with security down to initial entry-level FSF training. SFA cannot succeed as a military effort alone. Recent political and military developments in ongoing operations illustrate the need for better coordination and cooperation among military and civilian, joint, and multinational partners.

3-31. There are three forms of SFA: advising, partnering, and augmenting. They are discussed in paragraphs 3-32 through 3-37. (For more information on operations related to SFA, see FM 3-07.)

**Advising**

3-32. Advising is the key form of SFA and is addressed in detail in FM 3-22. Advisors work by, with, and through FSF by advising, coaching, and teaching. They may also provide FSF with direct access to U.S. and multinational capabilities such as air support, artillery, medical evacuation and intelligence. Advisors also assist FSF in assuming full responsibility for the security of their country. Advisors primarily focus on the development of the FSF to which they are detailed. At the same time, advisors will experience pressure from multiple sources as they perform their missions. For example, nearby maneuver units may have other priorities, and they may focus on accomplishing their missions with or without FSF.

3-33. Advisor teams need to have a clearly defined and structured chain of command under which to operate. This is not only for logistics and support, but also to ensure that the team’s focus stays sharp and the mission
of enabling the host nation to assume its own destiny stays in the forefront. Advisor teams will often find themselves answering to their higher echelon military assistance group, the brigade combat team they are attached to, and the host-nation unit they are embedded with. A well-defined chain of command will alleviate any confusion in regards to who tasks or monitors the team's progress, and it will ensure constant and adequate team sustainment.

Partnering

3-34. Partnering is a vital form of SFA. Partnering attaches units at various levels to leverage the strengths of both U.S. forces and FSF. As FSF capabilities mature, the echelon and degree of partnering will decrease. As FSF conduct more autonomous operations, U.S. forces should still provide quick reaction forces and other assistance as appropriate. Identifying decision points for more autonomy and responsibility is vital yet challenging, as are the resulting transition efforts. To effectively partner, combined cells for intelligence, operations, planning, sustainment should be established.

3-35. While effective coordination is always required and initial efforts may require completely combined efforts, FSF should eventually build the capability and capacity to conduct all efforts autonomously. These combined cells have several functions. They support transparent operations and a comprehensive approach. They also enhance the relationship between U.S. forces and FSF by demonstrating trust. Finally, they develop FSF capacity in key staff areas. However, combined cells are not without risk. There is always the danger that operations and plans may be compromised.

3-36. Another partnering technique that requires less reorganization is to establish relationships between command and staff elements of U.S. and FSF forces. This allows counterparts to understand each other and FSF personnel to observe U.S. personnel performing their duties. This is a useful construct when the FSF culture is extremely sensitive to the concept of "face" or honor. In this situation, FSF personnel can make observations without having to expose their lack of knowledge or appear to be in a subordinate position.

Augmenting

3-37. As with partnering, augmenting is a form of SFA. Augmenting is an arrangement where the FSF provide either individuals or elements to combine with U.S. units. This is the same concept used in the Korean Augmentation to the United States Army program and includes augmenting DLDs in Korea. Augmentation can occur at a number of levels and in many different forms.

ADVISE AND ASSIST

3-38. Advise and assist is a task for SFA in which U.S. personnel partner or augment FSF to improve FSF capability and capacity. Advising establishes a personal and professional relationship in which influence and advice regarding FSF development and employment can be enacted. Assisting includes the provision of required supporting or sustaining capabilities to FSF to meet objectives and, ultimately, the overall end state. The level of advice and assistance is based on conditions and should continue until FSF can establish required systems or assistance is no longer required. This requires judgment on the part of leaders; however, it is critical that FSF not be allowed to fail critically at a point that would undermine the overall effort.

3-39. Advisors are the most prominent group of U.S. personnel that serve with FSF. Advisors live, work, and (when authorized) fight with their FSF units. Segregation is kept at an absolute minimum. The relationship between advisors and FSF is vital. U.S. commanders must remember that advisors are not LNOs, nor do they command FSF. Effective advisors are an enormous force enhancer. The importance of the position means that the most capable individuals should fill these positions. Advisors should be Soldiers known to take the initiative and set the standards for others; however, they must be patient and personable enough to work effectively with FSF.

3-40. Professional knowledge and competence win the respect of FSF. Effective advisors develop a healthy rapport with FSF, but they avoid the temptation to adopt FSF positions contrary to U.S. or multinational values or policy.

3-41. Advisors who understand the FSF military culture understand that local politics have national effects. Effective advisors recognize and use cultural factors that support FSF commitment and teamwork. A good
advisor uses the culture's positive aspects to get the best performance from each security force member and leader.

3-42. DLDs can serve as advisory and assistance teams to a host regional police headquarters, army divisions, or corps-level headquarters (major general-level command). Unlike a standard liaison mission, the DLD functional sections provide advice and assistance, and they are embedded in their counterpart staffs. (See figure 3-9 for a depiction of these alternative employment relationships.) While performing this mission, the personnel of the DLD will be required to coach, mentor, advise, and assist their staff counterparts in the performance of stability operations or counterinsurgency operations. (See FM 3-22 for more information on advisory and assistance teams.)

**Figure 3-9. Digital liaison detachment alternative counterinsurgency employment**

**DEFENSE SUPPORT OF CIVIL AUTHORITIES OPERATIONS**

3-43. DLDs may also be used during domestic DSCA operations to facilitate intergovernmental liaison. Units deployed to support domestic disasters need many LNOs. Commanders must plan for additional liaison teams as part of the force package. During consequence management or disaster relief operations, DLDs can be employed by a JFC to establish liaison between agencies and forces under Federal control at the joint field office, incident command post, or at Department of Defense (DLD) installations. DLDs can also be used to establish liaison between forces in a Federal Title 10 United States Code status with forces in a state or Title 32 United States Code status, or with those under local government control at a local incident command post.

3-44. Army National Guard DLDs could also remain under state control and be used to augment the liaison teams sent from the state joint force headquarters. During such operations, DLDs could operate as single detachments if operating an intergovernmental coordination center or as split detachments with several teams at disbursed locations. DLDs performing DSCA liaison will still have stated dependencies with supported and host headquarters or agencies, and will need signal support teams unless communications support is provided by alternative means. (For further information on DSCA liaison, see JP 3-28 and JP 3-41.)

**COMMUNICATION AND INFORMATION SYSTEM REQUIREMENTS**

3-45. The DLD has no organic signal team, and it is dependent on a separate Army signal organization (Code 50 on the table of organization and equipment) for long-range communications and global network connectivity. These requirements are coordinated with the supporting theater army assistant chief of staff, signal before the arrival of the DLD. Paragraphs 3-46 and 3-47 give general considerations for communications requirements.

**ADMINISTRATIVE COMMUNICATION AND INFORMATION SYSTEM REQUIREMENTS**

3-46. Headquarters personnel require communications equal to that of a company headquarters element to meet the day-to-day administrative requirements for mission oversight and personnel readiness.
Arrangements must be made for adequate access to commercial and Defense Switched Network telephone networks, both secure and unsecure, as well as accounts for Nonsecure Internet Protocol Router Network and SECRET Internet Protocol Router Network connections.

MISSION COMMUNICATION AND INFORMATION SYSTEM REQUIREMENTS

3-47. The communications architecture necessary for a DLD is robust and requires detailed coordination with the supporting signal command (theater) or signal brigade. Specific DLD communications requirements for liaison operations may vary based on the mission and the joint operations area (JOA). The normal minimum communications requirements are—

- 10 phone lines for secure voice and data.
- SECRET Internet Protocol Router Network connectivity.
- Coordination for a joint network node or command post node team with ultrahigh frequency satellite communications, both voice and data, from an expeditionary signal battalion if operating the DLD at a single host. Additional joint network node and command post node teams will be needed for each liaison location.

SUSTAINMENT

3-48. Sustainment of DLDs is accomplished by a combination of—

- Support through standard Army logistic procedures. DLDs will normally be attached for logistic support to a higher echelon headquarters.
- Support through memorandums during deployment. DLDs require memorandums of agreement or inter-Service support agreements for most common logistic support coordinated and drafted by the supported theater army headquarters with the supporting host.

HUMAN RESOURCES

3-49. Human resources support is integral to unit readiness and based on ten core competencies that define its overall functional responsibilities. Each DLD commander is the principal coordinating officer for human resources support and is responsible for ensuring provision of all of the human resources core competencies for the organization. The DLD sergeant major assists the commander with personnel readiness management, personnel accountability and strength reporting, and personnel information management. Information management is the science of using procedures and information systems to collect, process, store, display, disseminate, and protect data, information, and knowledge products (ADRP 6-0). A DLD depends on the unit it is supporting for provision of the remaining human resources core competencies. (For more information on human resources, see FM 1-0.)

MAINTENANCE

3-50. DLDs are comprised of Army standard equipment maintained in a two-level maintenance concept. Support for Army standard equipment is provided by the local field and sustainment maintenance organizations. Coordination for support will be included in memorandums of agreement or inter-Service agreements. Each DLD is equipped with a Unit Level Logistics System-Ground for integration with a support maintenance company for field maintenance. In locations where the Unit Level Logistics System-Ground is not used, DLD personnel will follow the guidelines of local standard operating procedures for all maintenance requirements. Prescribed load list replenishment and repair parts are ordered through the field maintenance Class IX supply activity.

SUPPLY

3-51. Supply includes the acquisition, storage, care of materials in storage, distribution, and salvage of supplies. Supplies consist of all necessary items required to equip, maintain, and operate DLDs. DLDs are normally supported by their host according to established support agreements. The exceptions for supplies for DLDs include—
• Class V—a DLD carries a unit basic load of ammunition.
• Class VIII—a DLD carries a unit basic load of individual first aid kits, vehicle first-aid kits, and combat lifesaver bags, and it uses local military medical facilities.
• Class IX—prescribed load list standard items are replenished as needed by the supporting field maintenance activity.
• Class X—miscellaneous supplies and equipment are obtained by requisition through the supported theater army assistant chief of staff, logistics. These items can be shipped to the unit or authorized for purchase using a government purchase card.

ARMY HEALTH SYSTEM SUPPORT

3-52. A DLD employs its assigned health care specialists as its initial means for health services support. Medical challenges that cannot be resolved by its assigned health care specialists will be referred to the supporting surgeon, supporting medical treatment facility, or the host medical treatment facilities according to negotiated agreements or proximity.

RECONSTITUTION

3-53. Reconstitution is actions that commanders plan and implement to restore units to a desired level of combat effectiveness commensurate with mission requirements and available resources (ADRP 1-02). While reconstitution encompasses actions that Army commanders plan and implement to restore units to a desired level of combat effectiveness, they also cover a spectrum of specific types of reconstitution efforts. These efforts range from reorganization, both immediate and deliberate, to large-scale regeneration operations. (See FM 4-95, paragraphs 4-115 to 4-125, for detailed information on reconstitution.) The supported theater army staff plans for reconstitution of DLDs during course of action development and coordinates their reconstitution plans with assigned and attached DLD staffs. The staffs match current and projected assets required to maintain tempo and accomplish the mission. The staffs determine the resources required to maintain DLDs according to the commander’s priorities and intent. They then recommend to the commander the method for DLD reorganization, regeneration, or rehabilitation.

REORGANIZATION

3-54. Reorganization includes all measures taken by the commander to maintain unit combat effectiveness or return it to a specified level of combat capability (FM 3-90-1). Reorganization may be immediate or deliberate. Both forms may include such measures as—

• Cross-leveling equipment and personnel.
• Matching operational weapons systems with crews.
• Forming composite units (joining two or more reduced units to form a single mission capable unit).

3-55. The goal of both forms of reorganization is to improve the unit’s capability until more extensive efforts can occur. Reorganization is the most expedient method of maintaining combat power and mission readiness. DLDs that have been degraded will conduct immediate reorganization and request assistance from their supported theater army for deliberate reorganization. For a DLD, the objective of reorganization is to provide at least the equivalent of a fifteen-person split-detachment with all five functional sections represented.

REGENERATION

3-56. Regeneration is the rebuilding of a unit that requires large-scale replacement of personnel, equipment, and supplies. Regeneration also involves reestablishing or replacing the chain of command and conducting mission-essential training to get the unit operating to standard with new personnel and equipment. In case of the loss of a DLD necessitating regeneration, the supported theater army may be required to reform the DLD from diversion of in-theater assets. Alternatively, DA may deploy another DLD through the request for forces process from the global force pool.
REHABILITATION

3-57. Rehabilitation is the processing, usually in a relatively quiet area, of units or individuals recently withdrawn from combat or arduous duty, during which units recondition equipment and are rested, furnished special facilities, filled up with replacements, issued replacement supplies and equipment, given training, and generally made ready for employment in future operations.

3-58. Rehabilitation of a DLD will most likely require high levels of external support to execute. The main difference between regeneration and rehabilitation is that rehabilitation may occur when time is not a critical factor. If the conditions allow DLDs to rotate in and out of operations on a regular basis, commanders may choose to establish a semi-permanent rehabilitation site.
Appendix A

Units Preceding Digital Liaison Detachments

A-1. While military liaison between allies has been a timeless requirement, the specific need for modern liaison detachments such as digital liaison detachments (DLDs) arose during OPERATION DESERT SHIELD. Since 1990, these units have been designated variously as mobile liaison teams, Army liaison teams (ALTs), and in Korea as combat support coordination teams.

A-2. During OPERATION DESERT SHIELD, the commander of 3rd Army, United States Army Central Command (ARCENT), identified liaison teams for all major allied ground force headquarters as a critical command and control (C2) shortfall. Consequently, the commander requested additional personnel and equipment to create mobile liaison teams to cover the gaps in the allied command structure and extend operational C2 capability to a wide variety of headquarters and to compensate for true unity of command over joint land forces. The commander credited these liaison teams as one of the three chief reasons for the success of Third U.S. Army. The commander formed seven teams for duty with the Kuwaiti Army, I MEF, VII Corps, XVIII Corps, Northern Arab Command, Eastern Arab Command, and the Egyptian Corps. Teams with Arab headquarters served as surrogate "shadow staffs." (See figure A-1 on page A-2.) Lessons learned during OPERATION DESERT STORM indicated the need to retain these teams. TRADOC provided the personnel for five "battle rostered" teams during most of the 1990s.
Appendix A

A-2

The United States Third Army Central Command MLTs enabled C2 by providing —
- Information about operations, intelligence, and logistics.
- Rapid assessment.
- Cross talk.
- Integration with international systems.
- Robust communications with backup systems.
- Timely reporting.

MLTs assisted with USMARFORCENT Logistic responsibilities

MLTs provided 1st Cavalry Division [reserve] Position assistance

XVIII Corps

VII Corps

MLTs provided SOF interface, deep targeting, ground truth, and a shadow staff to —

JFC-E [Saudi division] Kurdish Army Egyptian corps JFC-N [Arab corps]

C2 command and control MLT mobile liaison team
JFC-E Joint Force Command-East SOF special operations forces
JFC-N Joint Force Command-North USMARFORCENT United States Marine Forces Central Command

Figure A-1. ARCENT liaison teams during DESERT STORM

A-3. By 1999, the Army had approved a design for twenty-three person ALTs with a total Army force structure of one Regular Army, six Army National Guard, and four United States Army Reserve teams.

A-4. During OPERATIONS ENDURING FREEDOM and IRAQI FREEDOM, the Army employed numerous ALTs. ARCENT initially used its 3rd ALT in OPERATION ENDURING FREEDOM as well as multiple reserve component teams with the International Security Assistance Force in Kabul. Several ALTs were also used during OPERATION IRAQI FREEDOM. Since 2010, DLDs have been used to provide personnel for joint border coordination centers during OPERATION ENDURING FREEDOM. With the conversion of Third Army to a smaller theater army design, Third Army plans to activate an active duty DLD for duty across the Central Command AOR.

A-5. The combat support coordination teams were Table of Distribution and Allowance organizations assigned to the Eighth Army in Korea in the 1970s, and they were similar to Army liaison teams. Located with each of South Korea's three field armies, the combat support coordination teams provided coordination and liaison for Combined Forces Command, U.S. Forces Korea, and Eighth Army. Due to the nature of their duties, these teams had joint and Army documentation and staffing. Forward combat support coordination teams 1 and 3 were primarily operational, and they had augmented staffs and supported First Republic of Korea Army and Third Republic of Korea Army. Combat support coordination team 2 supported Second Republic of Korea Army and had a sustainment and joint security area focus and served as the U.S. element of a Combined Rear Area Center during conflict. All the combat support coordination teams served to facilitate coordination for U.S.-unique aspects of maneuver, fires, intelligence, protection, and sustainment support.
A-6. The Table of Distribution and Allowance combat support coordination teams from Korea were dissolved during Eighth Army's conversion to its new structure beginning in 2008. Eighth Army converted to a unique structure as a forward deployed field army headquarters and ARFOR to U.S. Forces Korea. Eighth Army's original requirement was for two DLDs, the 2501st with First Republic of Korea Army and Third Republic of Korea Army and the 2502d with 2d Operational Command, specifically tailored with fewer personnel to meet its unique requirements and stationed with appropriate counterparts. However, from June 2013 to December 2014, Eighth Army provided the 2503d DLD (Provisional) to focus on the Ground Component Command (GCC). As the command structure evolves in Korea, these detachments or their successors will remain essential to U.S.-South Korean interoperability.
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Appendix B
Liaison Detachment Information and Knowledge Management

INFORMATION MANAGEMENT ACTIVITIES

B-1. Information systems are critical to the effective functioning of a digital liaison detachment’s (DLD’s) information management activities. This appendix discusses information and knowledge management (KM) contributions to DLD activities.

COLLECT

B-2. DLD staffs primarily collect information by exploiting the variables of an operational environment, information collection operations, and reports and messages from the host and other friendly forces. Information collection assets collect information about opponents and the environment.

B-3. Information systems give DLDs access to information available through the internet and joint and multinational sources. They allow the mission command system to monitor many sources over a large area for a long time. The processing capabilities of modern information systems increase the capacity and speed of collection. This increases the timeliness and accuracy of the common operational picture (COP). The versatility of many information systems lets commanders focus collection on specific relevant information and shift collection efforts as priorities change.

PROCESS

B-4. Information systems automate the mechanical aspects and routine functions of processing that machines do more efficiently than people do. This capability frees DLD Soldiers to concentrate on higher-level tasks (including analyzing and evaluating) that require human analysis and judgment. Automation has made great advances in information processing, but humans remain the most effective means of determining relevance and fusing information. Technology may help in these activities, but it cannot replace humans.

B-5. Properly used, information systems minimize manual input of data into the COP maintained by the DLD in two ways. First, as much data as possible should enter the system directly, through sensors. Second, data should be entered only once, at its origin. Shared databases should then make it available electronically to all headquarters. Automation can speed and improve the frequency and quality of staff running estimates.

B-6. Information systems provide decision aids and functions that leverage data and information to support decision making throughout the operations process. During planning, information systems contribute to improving situational understanding. Planning and rehearsal tools provide improved resolution, precision, and accuracy that support commander’s visualization. During mission analysis, information systems provide the status of available assets. They facilitate situational understanding and provide tools to assist in course of action development, analysis, and comparison. DLD information systems enable host commanders, staffs, and their subordinates to plan collaboratively with DLD-provided information.

B-7. During preparation, information systems allow DLD commanders and staffs to assist their hosts in revising and refining their plan based on new information. Information developed during war-gaming and stored and disseminated by information systems can contribute to a higher quality rehearsal. Information systems allow units to crosswalk their orders electronically rather than manually. They also provide timely information on the progress of task organizing, movements, pre-execution checks and inspections, and logistic preparations.
B-8. During host execution, DLD information systems can provide real-time information to support assessments of variances between expectations during planning and outcomes during execution, analyze their positive or negative significance, and propose possible actions to resolve or exploit the situation. DLD information systems support development and analysis of decisions for keeping operations on track or exploiting opportunities. They allow resynchronization of actions and effects in accord with any adjustments. This capability reduces the risk of failure or defeat from loss of synchronization.

DISPLAY

B-9. Effective information systems present information in the form required or desired by commanders. Current technology provides improved capabilities for displaying information. These include imagery, live video feeds, color graphics, digital overlays, mapping, and database technology. Information systems allow displays to be scaled to mission needs, commanders’ requirements, and echelons. These displays are updated dynamically and automatically to highlight variances between the plan and its execution. They allow commanders to immediately recognize key elements of the situation—opportunities, threats, and gaps in information—and the relationships among them. Commanders can then assess the implications and respond.

STORE

B-10. Information system storage capabilities include hardware and software for entering data into databases and retrieving it as needed. Current software allows data on multiple machines to combine into one shared, distributed database. They allow user-scalable profiles and search engines to combine information from multiple databases to answer the commander’s and organization’s information needs.

DISSEMINATE

B-11. Information systems can quickly disseminate information throughout an area of operations and beyond. While this capability includes communications, it is also embedded in computer hardware and software. Information systems enable dissemination through communications that—

- Digitize, compress, and broadcast multimedia information using increased bandwidth, high-efficiency transport systems.
- Encrypt and provide multilevel information security.
- Manage information networks with smart software that dynamically allocates throughput capacity on demand and then routes and disseminates information.

KNOWLEDGE MANAGEMENT COMPONENTS

B-12. This section discusses how the KM components support the DLD C2 system. Knowledge management is the process of enabling knowledge flow to enhance shared understanding, learning, and decisionmaking (ADRP 6-0). The knowledge management components are people, process, and technology. These KM components are particularly important to the functions of creating and maintaining the COP and decision making through improved speed and accuracy of knowledge creation.

PEOPLE

B-13. Of the three KM components, people are the most vital for success. Knowledge only has meaning in a human context. It moves between and benefits people, not machines. Staffs develop and provide knowledge to commanders and other decision makers so they can achieve situational understanding, make decisions, and execute those decisions. The knowledge that commanders and staffs apply comes primarily from their experience and expertise.

PROCESS

B-14. The KM process enables the knowledge lifecycle and supports the flow and interpretation of knowledge. This process allows DLD commanders and staffs to identify knowledge gaps, to develop knowledge strategies to fill those gaps, to build upon current knowledge, and to implement KM solutions. When successfully implemented, the KM process supports the forming of a learning organization. The
process connects leaders with expertise, across geographic and time boundaries, to vet ideas and develop better understanding through conversations, brainstorming sessions, and war games. At the small-unit level, the KM process enables the rapid transfer of experience and best practices from one mission to the next.

TECHNOLOGY

B-15. Knowledge management takes information management to the next level. The command and control (C2) system processes the information gathered from numerous information systems (addressed in the information management section), fusing it into information that supports the COP. The COP is based on the results of the KM effort to ensure that commanders rapidly receive the knowledge in their specified areas of interest and that the knowledge is accurate and can be displayed in a concise fashion to facilitate decision making.

B-16. There are also collaboration tools, expertise-location tools, and data-mining tools which perform various functions. These functions include facilitating communication and knowledge sharing among peers and other organizations and units, helping to locate subject matter experts, analyzing data, and using simulations that facilitate learning and the development of judgment and expertise.
Appendix C

Training

TRAINING DIGITAL LIAISON DETACHMENTS

C-1. Standardizing procedures for training digital liaison detachments (DLDs) and their personnel is difficult. Much depends on whether a unit is an active or reserve component, where it is in the sustainable readiness model, and what its permanent higher-echelon or projected supported headquarters demands. In addition, DLDs require highly trained individuals. As a minimum, all DLD personnel must be thoroughly grounded in their specialty as well as their supported unit’s command and staff procedures, doctrine, organization, capabilities, and communications equipment and procedures. Selected regionally aligned DLDs may also require their personnel to have specific linguistic or cultural training. DLDs must have access to the same information as the host headquarters where they will be located. Each DLD must be trained and also know the purpose of liaison, the liaison system in effect, reporting methods, records and documents to maintain, its mission, and its expected conduct.

C-2. DLDs, split-detachment liaison teams, and functional sections must train and exercise as a group. An ad-hoc liaison element thrown together at the last minute is less effective than a trained one, and the pace of operations may not allow for a suitable training period. Unit training and cross training provides a backup capability for a liaison team, allowing it to function even if key personnel are lost and not readily replaced.

C-3. DLDs use the training doctrine from FM 7-0. Training is enabled through the use of the Combined Arms Training Strategy and the use of the standardized, unified land operations mission-essential task list (METL).

C-4. Home station training is the foundation upon which DLDs achieve METL capability while not deployed, and it is the critical component in building cohesive units by focusing on fundamental individual and collective skills. DLD commanders build unit and staff proficiency at home station through exercises such as field training exercises and staff exercises or command post exercises conducted internally or supported by a senior commander.

C-5. The initial event for DLDs is a mission command training program (MCTP)-supported staff training event with the DLD supporting a brigade combat team or higher echelon headquarters. MCTP events are the preferred method of providing a unit commander and senior commanders the input needed to assess the status of unit readiness. DLDs affiliated with a theater army will normally participate in that headquarters’ MCTP events when they are conducted. The exportable training capability provided by an MCTP supports a home station collective training event, primarily for brigade combat teams in which selected DLDs may also be able to participate. Units without an MCTP-sponsored event will normally participate in an alternate event, determined by the commander. In either case the unit commander, endorsed by the chain of command, assesses the readiness status of the unit approved by the senior commander.

C-6. Combat training center events permit training to levels not otherwise achievable and training on systems that may not be available at home station. While DLDs are not primary training audiences for combat training centers, they may be able to be included under special circumstances. DLD commanders must ensure their units train to the highest possible capability levels at home station before participating in a combat training center rotation to maximize the combat training center experience.

C-7. DLDs enter the available force pool upon achieving the required capability level (established in the unified land operations METL) to support decisive action across the range of military operations. Reserve Component DLDs mobilized as part of the available force pool will normally first be assigned to United States Army Forces Command and then to a further supported headquarters for employment. DLDs entering the available force pool may or may not be deployed to conduct operational missions. DLDs may conduct training, exercises, or operational tests and experiments with other services, governmental agencies, or
military security forces from other nations, especially if regionally aligned. Some DLDs may remain in the available force pool as contingency forces. DLDs will return to the force pool upon redeployment or, if not they have not deployed, upon completion of 12 months in the available force pool, and after Reserve Component DLDs have demobilized.

DIGITAL LIAISON DETACHMENT TASKS

C-8. The unified land operations METL is assessed by the unit commander and its higher headquarters, and it establishes training priorities for sustainable readiness. The METL listed in paragraph C-9 could serve as the basis for training during reset. The commander will provide additional mission-essential tasks for a DLD when it receives a mission.

C-9. These tasks may be considered for use as a DLD's METL:

- Exercise mission command.
- Perform tactical actions associated with force projection and deployment.
- Conduct tactical troop movements.
- Build partnerships with non-Department of Defense (DOD) entities (Universal Joint Task List task number ST 8.2, Coordinate Foreign Military Assistance).
- Protect and sustain the unit.

The task conduct defense support of civil authorities (DSCA) may be considered for domestic missions.

EXERCISE MISSION COMMAND

C-10. One of the collective tasks associated with the task exercise mission command is to establish a liaison center. Leaders and individuals perform specific tasks to establish a liaison center:

- The leader tasks necessary to establish a liaison center include—
  - Perform staff functions.
  - Supervise deployable rapid assembly shelter set up.
  - Supervise deployable rapid assembly shelter generator operations
  - Supervise power connections and distribution.
  - Supervise initial site security plan.
  - Plan and coordinate tactical communications.
- The individual tasks necessary to establish a liaison center include—
  - Perform staff functions.
  - Set up deployable rapid assembly shelter.
  - Operate deployable rapid assembly shelter generator.
  - Conduct power connections and distribution.
  - Conduct site security.
  - Conduct tactical communications.

C-11. One of the tasks associated with the task exercise mission command is to establish connectivity. Leaders and individuals perform specific tasks to establish connectivity:

- The leader tasks necessary to establish connectivity include—
  - Plan and supervise Secret Internet Protocol Router Network connectivity.
  - Plan and supervise Non-classified Internet Protocol Router Network connectivity.
  - Plan and supervise Combined Enterprise Network Theater Information System.
  - Plan and supervise KY 68 (DVVT/DSVT connectivity).
  - Plan and supervise ViaSat connectivity.
  - Plan and supervise tactical satellite single-channel operations.
  - Plan and supervise SINGARS W/OE 254 operations.
The individual tasks necessary to establish connectivity include—
- Establish Secret Internet Protocol Router Network connectivity.
- Establish Non-classified Internet Protocol Router Network connectivity.
- Establish Combined Enterprise Network Theater Information System connectivity.
- Establish KY 68 connectivity.
- Establish ViaSat communications.
- Establish tactical satellite single-channel operations.
- Establish single-channel ground and airborne radio system W/OE 254 communications.

C-12. One of the tasks associated with the task exercise mission command is to conduct the operations process. Leaders perform specific tasks to conduct the operations process. These tasks include—
- Conduct the military decision-making process.
- Prepare for tactical operations.

**TACTICAL ACTIONS ASSOCIATED WITH FORCE PROJECTION AND DEPLOYMENT**

C-13. One of the tactical actions associated with force projection and deployment is to execute the N-hour sequence of events. Leaders and individuals perform specific tasks to execute the N-hour sequence of events:
- The leader tasks necessary to execute the N-hour sequence of events include—
  - Plan and supervise alert procedures.
  - Plan and supervise weapons draw.
  - Plan and supervise communication.
  - Plan and supervise class V issue.
  - Plan pre-combat inspections.
  - Plan and supervise orders process.
- The individual tasks necessary to execute the N-hour sequence of events include—
  - Conduct alert procedures.
  - Conduct weapons draw.
  - Conduct class V issue.
  - Conduct TA-50 inventory.

C-14. One of the tactical actions associated with force projection and deployment is to prepare and conduct Soldier readiness processing. Leaders and individuals perform specific tasks to prepare and conduct Soldier readiness processing:
- The leader task necessary to prepare and conduct Soldier readiness processing is to plan and supervise readiness packets.
- The individual task necessary to prepare and conduct Soldier readiness processing is to update individual records.

C-15. One of the tactical actions associated with force projection and deployment is to prepare equipment for rail, sea, or air movement. Leaders and individuals perform specific tasks to prepare equipment for rail, sea, or air movement:
- The leader tasks necessary to prepare equipment for rail, sea, or air movement include—
  - Maintain property accountability.
  - Plan and develop load plan.
- The individual tasks necessary to prepare equipment for rail, sea, or air movement include—
  - Palletize tactical equipment.
  - Safeguard transport of classified documents.
  - Convoy equipment to aerial port of embarkation or seaport of embarkation.
  - Conduct vehicle plan.
  - Operate in tactical environment.
CONDUCT TACTICAL TROOP MOVEMENTS

C-16. One of the collective tasks associated with the conduct of tactical troop movements is to prepare forces for movement. The leader tasks to prepare forces for movement include—

- Conduct troop leading procedures.
- Issue an oral operation order and fragmentary order.
- Plan a tactical road march.
- Prepare and submit logistic report.
- Plan and conduct a recon.
- Plan and supervise rearm and resupply operations.
- Plan refuel on the move procedures.
- Plan actions on contact.

C-17. One of the collective tasks associated with the conduct of tactical troop movements is to conduct a tactical road march. Leaders and individuals perform specific tasks to conduct a tactical road march:

- The leader tasks necessary to conduct a tactical road march include—
  - Navigate a wheeled vehicle and plan night driving operations.
  - Develop a communications and radio plan.
- The individual tasks necessary to conduct a tactical road march include—
  - Start and stop an M998 high mobility multipurpose wheeled vehicle.
  - Drive an M998 high mobility multipurpose wheeled vehicle.
  - Navigate a wheeled vehicle from one place to another.
  - Conduct actions on contact.
  - Conduct rearm and resupply operations.
  - Conduct proper radio procedures.
  - Maintain an M16A2 rifle.
  - Maintain an M9 pistol.

BUILD PARTNERSHIPS WITH NON-DEPARTMENT OF DEFENSE ENTITIES

C-18. One of the collective tasks associated with the task build partnerships with non-DOD entities is conduct functional liaison operations. Leaders and individuals perform specific tasks to conduct functional liaison operations:

- The leader tasks necessary to conduct functional liaison operations include—
  - Conduct operational liaison.
  - Plan intelligence preparation of the battlefield.
  - Identify geospatial and topographic support requirement.
  - Prepare intelligence and operation summaries.
  - Prepare intelligence reports.
  - Provide input to Annex B of the higher echelon operation order.
  - Provide input to higher echelon fires plan.
  - Provide input to Annex D (Logistics) of the higher echelon operation order.
  - Provide input to the higher echelon air and missile defense (AMD) plan.
- The individual tasks necessary to conduct functional liaison operations include—
  - Receive and process fragmentary orders to higher echelon, adjacent, or subordinate units.
  - Receive and process situation reports to higher echelon, adjacent, or subordinate units.
  - Receive and process operational summaries to higher echelon, adjacent, or subordinate units.
  - Receive and process intelligence summaries to higher echelon, adjacent, or subordinate units.
  - Post intelligence reports and update templates.
Monitor CHAT procedures.
- Operate Distributed Common Ground System–Army (DCGS-A).
- Receive and process fire requests to higher echelon, adjacent, or subordinate units.
- Receive and process changes to fire support coordination measures to higher echelon, adjacent, or subordinate units.
- Operate Advanced Field Artillery Tactical Data System (AFATDS).
- Receive and process air defense weapon status and warnings to higher echelon, adjacent, or subordinate units.
- Operate air and missile defense workstation (AMDWS).
- Operate Battle Command Sustainment Support System.
- Conduct operational liaison.

C-19. One of the collective tasks associated with the task build partnerships with non-DOD entities is perform personal computer operations. Leaders and individuals perform specific tasks to conduct personal computer operations:

- The leader tasks necessary to conduct personal computer operations include—
  - Supervise C2 personal computer operations.
  - Connect to gateway.
  - Load maps on C2 personal computers.
  - Create overlays.
- The individual tasks necessary to conduct personal computer operations include—
  - Operate C2 personal computer.
  - Display map.
  - Turn option attributes off and on.
  - Import and export overlays.
  - Edit overlays.
  - Display overlays.
  - Protect and sustain the force.

**PROTECT AND SUSTAIN THE UNIT**

C-20. One of the collective tasks associated with the task protect and sustain the unit is employ passive defensive measures. Leaders and individuals perform specific tasks to employ passive defensive measures:

- The leader tasks necessary to employ passive defensive measures include—
  - Plan and supervise liaison operations center security.
  - Maintain information security.
  - Implement risk assessment in all operations (for safety).
- The individual tasks necessary to employ passive defensive measures include—
  - Conduct liaison operations center security.
  - Conduct information security.

C-21. One of the collective tasks associated with the task protect and sustain the unit is conduct resupply operations. Leaders and individuals perform specific tasks to conduct resupply operations:

- The leader tasks necessary to conduct resupply operations include—
  - Plan resupply.
  - Supervise local and route security.
  - Prepare logistic reports.
  - Supervise maintenance.
- The individual tasks necessary to conduct resupply operations include—
• Conduct resupply.
• Establish local security.
• Fuel an M998 high mobility multipurpose wheeled vehicle.
• Perform vehicle preventative maintenance checks and services.

C-22. One of the collective tasks associated with the task protect and sustain the unit is provide medical first aid. Leaders and individuals perform specific tasks to provide medical first aid:

• The leader tasks necessary to provide medical first aid include—
  • Supervise first aid and buddy aid.
  • Evacuate a casualty.
  • Request medical evacuation.
  • Stock and inventory Class VIII and combat life saver bags.

• The individual tasks necessary to provide medical first aid include—
  • Conduct first aid and buddy aid.
  • Transport a casualty.
  • Inventory and use of combat life saver bags.

C-23. One of the collective tasks associated with the task protect and sustain the unit is maintain communications. Leaders and individuals perform specific tasks to maintain communications:

• The leader task necessary to maintain communications is establish communications.

• The individual tasks necessary to maintain communication include—
  • Operate tactical satellite radio.
  • Operate ViaSat.
  • Conduct radio procedures.
  • Conduct CHAT procedures.

C-24. One of the collective tasks associated with the task protect and sustain the unit is conduct chemical, biological, radiological, and nuclear (CBRN) operations. Leaders and individuals perform specific tasks to conduct CBRN operations:

• The leader tasks necessary to conduct CBRN operations include—
  • Plan and supervise CBRN operations.
  • Plan and submit CBRN reports.
  • Plan and prepare for CBRN attacks.
  • Plan and prepare for decontamination.

• The individual tasks necessary to conduct CBRN operations include—
  • Conduct CBRN reports.
  • React to CBRN attacks.
  • Perform decontamination procedures.
  • Maintain the M40 series protective mask.
  • Protect from CBRN injury and contamination.
  • Maintain mission-oriented protective posture gear.

C-25. One of the collective tasks associated with the task protect and sustain the unit is maintain and operate unit equipment. Leaders and individuals perform specific tasks to maintain and operate unit equipment:

• The leader tasks necessary to maintain and operate unit equipment include—
  • Maintain property accountability.
  • Plan and supervise equipment preventive maintenance checks and services.

• The individual tasks necessary to maintain and operate unit equipment include—
- Conduct inventory.
- Maintain individual equipment.
- Conduct equipment preventive maintenance checks and services.
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**Glossary**

The glossary lists acronyms and terms with Army or joint definitions. Where Army and joint definitions differ, (Army) precedes the definition. The proponent publication for other terms is listed in parentheses after the definition.

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<td>ADA</td>
<td>air defense artillery</td>
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<td>Army doctrine publication</td>
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<td>ADRP</td>
<td>Army doctrine reference publication</td>
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<td>AFATDS</td>
<td>Advanced Field Artillery Tactical Data System</td>
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<td>ALT</td>
<td>Army liaison team</td>
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<td>AMD</td>
<td>air and missile defense</td>
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<td>AMDWS</td>
<td>air and missile defense work station</td>
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<td>AOR</td>
<td>area of responsibility</td>
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<td>AR</td>
<td>Army regulation</td>
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<td>Army Service component command</td>
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<td>ASI</td>
<td>additional skill identifier</td>
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<td>C2</td>
<td>command and control</td>
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<td>CBRN</td>
<td>chemical, biological, radiological, and nuclear</td>
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<td>CBRNE</td>
<td>chemical, biological, radiological, nuclear, and high-yield explosive</td>
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<td>COP</td>
<td>common operational picture</td>
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<td>CPOF</td>
<td>command post of the future</td>
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<td>DA</td>
<td>Department of the Army</td>
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<td>DCGS-A</td>
<td>Distributed Common Ground System-Army</td>
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<td>DLD</td>
<td>digital liaison detachment</td>
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<td>DOD</td>
<td>Department of Defense</td>
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<td>DSCA</td>
<td>defense support of civil authorities</td>
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<td>FM</td>
<td>field manual</td>
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<td>FSF</td>
<td>foreign security forces</td>
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<td>JOA</td>
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<td>joint publication</td>
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<td>joint task force</td>
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<td>LNO</td>
<td>liaison officer</td>
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<td>MCIS</td>
<td>mission command information system</td>
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<td>MCTP</td>
<td>mission command training program</td>
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<td>METL</td>
<td>mission-essential task list</td>
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<td>MNCC</td>
<td>multinational coordination center</td>
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<td>NATO</td>
<td>North Atlantic Treaty Organization</td>
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<td>NCO</td>
<td>noncommissioned officer</td>
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<td>SFA</td>
<td>security force assistance</td>
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<td>United States</td>
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**SECTION II – TERMS**

**ARFOR**

The Army component and senior Army headquarters of all Army forces assigned or attached to a combatant command, subordinate joint force command, joint functional command, or multinational command. (FM 3-94)

**Army Service component command**

Command responsible for recommendations to the joint force commander on the allocation and employment of Army forces within a combatant command. (JP 3-31)

**decisive action**

The continuous, simultaneous combinations of offensive, defensive, and stability or defense support of civil authorities tasks. (ADRP 3-0)

**information management**

(Army) The science of using procedures and information systems to collect, process, store, display, disseminate, and protect data, information, and knowledge products. (ADRP 6-0)

**information system**

Equipment that collects, processes, stores, displays, and disseminates information. This includes computers—hardware and software—and communications, as well as policies and procedures for their use. (ADP 6-0)

**interoperability**

1. The ability to operate in synergy in the execution of assigned tasks. (JP 3-0) 2. The condition achieved among communications-electronics systems or items of communications-electronics equipment when information or services can be exchanged directly and satisfactorily between them and/or their users. (JP 6-0)

**knowledge management**

The process of enabling knowledge flow to enhance shared understanding, learning, and decisionmaking. (ADRP 6-0)

**reconstitution**

Actions that commanders plan and implement to restore units to a desired level of combat effectiveness commensurate with mission requirements and available resources. (ADRP 1-02)

**reorganization**

All measures taken by the commander to maintain unit combat effectiveness or return it to a specified level of combat capability. (FM 3-90-1)
References

All websites accessed on 28 November 2017.

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

RELATED PUBLICATIONS
These documents contain relevant supplemental information.

JOINT AND DOD PUBLICATIONS
Most joint publications are available online: http://www.dtic.mil/doctrine/new_pubs/jointpub.htm.
Most DOD publications are available at the Department of Defense Issuances Web site:
JP 3-08. Interorganizational Cooperation. 12 October 2016.
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FM 6-0. *Commander and Staff Organization and Operations*. 5 May 2014.

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Title 32, United States Code. National Guard.

**WEBSITE**

**PRESCRIBED FORMS**
This section contains no entries.

**REFERENCED FORMS**
Unless otherwise indicated, DA forms are available on the Army Publishing Directorate web site: [https://armypubs.army.mil](https://armypubs.army.mil).
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