Doctrine Smart Book

September 2024

DISTRIBUTION RESTRICTION:

Approved for public release; distribution is unlimited.
Releasable for all foreign countries without restrictions.

Introduction

The *Doctrine Smart Book* is a concise collection of Army doctrine summaries that reflects currently approved doctrine and is prepared by the Combined Arms Center at Fort Leavenworth, Kansas. Part one of the *Doctrine Smart Book* provides a visual representation of the Army's capstone and keystone doctrinal hierarchy. Part one also list of all current ADPs, FMs, and ATPs. Part two of the *Doctrine Smart Book* consists of one- page synopses of each currently approved Army doctrine publication (ADP) and field manual (FM). Each synopsis contains basic characteristics, fundamentals, terms, and ideas as they are discussed in each publication. Part three of the *Doctrine Smart Book* contains a list of doctrine points of contact, doctrine resources, and visual references.

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

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

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

Release of this information does not imply any commitment or intent on the part of the U.S. government to provide any additional information on any topic presented herein. This document is provided with the understanding that the recipient government will make similar information available to the U.S. government upon request.

Further dissemination is only as directed by United States Army Combined Arms Center, Combined Arms Doctrine Directorate, or higher authority. This determination was made on 24 May 2022.

Doctrine Smart Book

04 September 2024

Contents

Part One: Doctrine Hierarchy 6

Army Doctrine Hierarchy 8

Capstone and Keystone Doctrine 9

ADPs 10

FMs 11

ATPs 13

Part Two: Doctrine Summaries 23

ADP 1, *The Army* 25

ADP 1-01, *Doctrine Primer* 26

ADP 2-0, *Intelligence* 27

ADP 3-0, *Operations* 28

ADP 3-05, *Army Special Operations* 29

ADP 3-07, *Stability* 30

ADP 3-13, *Information* 31

ADP 3-19, *Fires* 32

ADP 3-28, *Defense Support of Civil Authorities* 33

ADP 3-37, *Protection* 34

ADP 3-90, *Offense and Defense* 35

ADP 4-0, *Sustainment* 36

ADP 5-0, *The Operations Process* 37

ADP 6-0, *Mission Command: Command and Control of Army Forces* 38

ADP 6-22, *Army Leadership and the Profession* 39

ADP 7-0, *Training* 40

FM 1-0, *Human Resources Support* 41

FM 1-02.1, *Operational Terms* 42

FM 1-02.2, *Military Symbols* 43

FM 1-05, *Religious Support* 44

FM 1-06, *Financial Management Operations* 45

FM 2-0, *Intelligence* 46
FM 3-0, *Operations* 47
FM 3-01, *U.S. Army Air and Missile Defense Operations* 48
FM 3-01.44, *Short-Range Air Defense Operations* 49
FM 3-04, *Army Aviation* 50
FM 3-05, *Army Special Operations* 51
FM 3-07, *Stability* 52
FM 3-09, *Fire Support and Field Artillery Operations* 53
FM 3-11, *Chemical, Biological, Radiological, and Nuclear Operations* 54
FM 3-12, *Cyberspace Operations and Electromagnetic Warfare* 55
FM 3-13, *Information Operations* 56
FM 3-13.4, *Army Support to Military Deception* 57
FM 3-14, *Army Space Operations* 58
FM 3-16, *The Army in Multinational Operations* 59
FM 3-18, *Special Forces Operations* 60
FM 3-22, *Army Support to Security Cooperation* 61
FM 3-24, *Insurgencies and Countering Insurgencies* 62
FM 3-27, *Army Global Ballistic Missile Defense Operations* 63
FM 3-34, *Engineer Operations* 64
FM 3-39, *Military Police Operations* 65
FM 3-52, *Airspace Control* 66
FM 3-53, *Military Information Support Operations* 67
FM 3-55, *Information Collection* 68
FM 3-57, *Civil Affairs Operations* 69
FM 3-60, *Army Targeting* 70
FM 3-61, *Communication Strategy and Public Affairs Operations* 71
FM 3-63, *Detainee Operations* 72
FM 3-81, *Maneuver Enhancement Brigade* 73
FM 3-84, *Legal Support to Operations* 74
FM 3-90, *Tactics* 75
FM 3-94, *Armies, Corps, and Division Operations* 76
FM 3-96, *Brigade Combat Team* 77
FM 3-98, *Reconnaissance and Security Operations* 78

FM 4-0, *Sustainment Operations* 79
FM 4-02, *Army Health System* 80
FM 5-0, *Planning and Orders Production* 81
FM 6-0, *Commander and Staff Organization and Operations* 82
FM 6-02, *Signal Support to Operations* 83
FM 6-05, *Conventional Forces and Special Operations Forces Integration, Interoperability, and Interdependence* 84
FM 6-22, *Developing Leaders* 85
FM 6-27, *The Commander's Handbook on the Law of Land Warfare* 86
FM 6-99, *U.S. Army Report and Message Formats* 87
FM 7-0, *Training* 88
FM 7-22, *Holistic Health and Fitness* 89
Part Three: Additional References 91
Proponent Points of Contact 93
Doctrine Resources 94
Military Symbols 95
Echelon Amplifiers 96
Classes of Supply 97
Levels of Warfare 98
Domains of an Operational Environment 99
Army Command Relationships 100
Army Support Relationships 101
Commander's Role in the Operations Process 102
Seven Step Problem Solving Process 103
Military Decision-Making Process 104
8-Step Training Model 105

This page intentionally left blank.

Part One: Doctrine Hierarchy

Capstone and Keystone Doctrine

ADPs

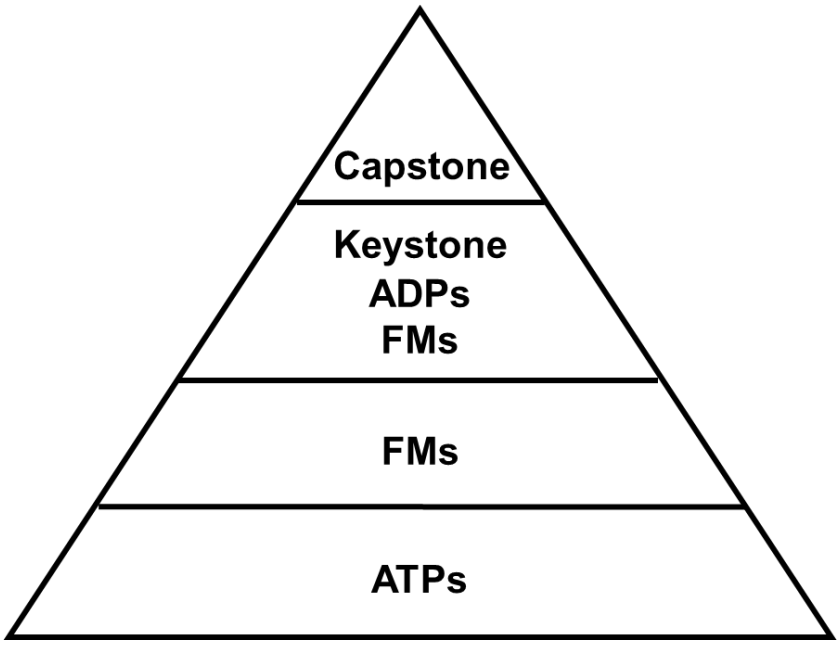
FMs

ATPs

Doctrine By Warfighting Function

This page intentionally left blank.

Army Doctrine Hierarchy



- Shows higher to lower relationship
- ADP 1 and ADP 3-0 are capstone doctrine
- ADPs contain overarching fundamental principles
- FMs contain tactics and procedures
- ATPs contain techniques

Army Doctrine Hierarchy establishes higher-to-lower doctrinal relationships to include development priorities for all Army doctrine publications. Each higher echelon influences the doctrine in the hierarchy below. Training Circulars, general subject Technical Manuals, and handbooks are not doctrine.

Table Of Contents | Part One | Part Two | Part Three

Capstone (2)

ADP 1
The Army

ADP 3-0
Operations

Keystone (28)

ADP (14)

FM (14)

ADP 1-01
Doctrine Primer

ADP 2-0
Intelligence

ADP 3-05
Army Special Operations

ADP 3-07
Stability

ADP 3-13
Information

ADP 3-19
Fires

ADP 3-28
Defense Support of Civil Authorities

ADP 3-37
Protection

ADP 3-90
Offense and Defense

ADP 4-0
Sustainment

ADP 5-0
The Operations Process

ADP 6-0
Mission Command: Command and Control of Army Forces

ADP 6-22
Army Leadership and the Profession

ADP 7-0
Training

FM 1-0
Human Resources Support

FM 2-0
Intelligence

FM 3-0
Operations

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

FM 3-04
Army Aviation

FM 3-05
Army Special Operations

FM 3-09
Fire Support and Field Artillery Operations

FM 3-94
Armies, Corps, and Division Operations

FM 4-0
Sustainment Operations

FM 5-0
Planning and Orders Production

FM 6-0
Commander and Staff Organization and Operations

FM 6-02
Signal Support to Operations

FM 6-27
The Commander's Handbook on the Law of Land Warfare

FM 7-0
Training

Table Of Contents | Part One | Part Two | Part Three

ADPs (16)

ADP 1 The Army	**ADP 1-01** Doctrine Primer	**ADP 2-0** Intelligence	**ADP 3-0** Operations
ADP 3-05 Army Special Operations	**ADP 3-07** Stability	**ADP 3-13** Information	**ADP 3-19** Fires
ADP 3-28 Defense Support of Civil Authorities	**ADP 3-37** Protection	**ADP 3-90** Offense and Defense	**ADP 4-0** Sustainment
ADP 5-0 The Operations Process	**ADP 6-0** Mission Command: Command and Control of Army Forces	**ADP 6-22** Army Leadership and the Profession	**ADP 7-0** Training

Table Of Contents | Part One | Part Two | Part Three

FMs (49)

FM 1-0 Human Resources Support	**FM 1-02.1** Operational Terms	**FM 1-02.2** Military Symbols	**FM 1-05** Religious Support	**FM 1-06** Financial Management Operations	**FM 2-0** Intelligence	**FM 3-0** Operations
FM 3-01 U.S Army Air and Missile Defense Operations	**FM 3-01.44** Short-Range Air Defense Operations	**FM 3-04** Army Aviation	**FM 3-05** Army Special Operations	**FM 3-07** Stability	**FM 3-09** Fire Support and Field Artillery Operations	**FM 3-11** Chemical, Biological, Radiological, and Nuclear Operations
FM 3-12 Cyberspace Operations and Electromagnetic Warfare	**FM 3-13** Information Operations	**FM 3-13.4** Army Support to Military Deception	**FM 3-14** Army Space Operations	**FM 3-16** The Army Multinational Operations	**FM 3-18** Special Forces Operations	**FM 3-22** Army Support to Security Cooperation
FM 3-24 Insurgencies and Countering Insurgencies	**FM 3-27** Army Global Missile Defense Operations	**FM 3-34** Engineer Operations	**FM 3-39** Military Police Operations	**FM 3-52** Airspace Control	**FM 3-53** Military Information Support Operations	**FM 3-55** Information Collection

Table Of Contents | Part One | Part Two | Part Three

FMs (49)

FM 3-57 Civil Affairs Operations	**FM 3-60** Army Targeting	**FM 3-61** Communication Strategy and Public Affairs Operations	**FM 3-63** Detainee Operations	**FM 3-81** Maneuver Enhancement Brigade	**FM 3-84** Legal Support to Operations	**FM 3-90** Tactics
FM 3-94 Armies, Corps, and Division Operations	**FM 3-96** Brigade Combat Team	**FM 3-98** Reconnaissance and Security Operations	**FM 4-0** Sustainment Operations	**FM 4-02** Army Health System	**FM 5-0** Planning and Orders Production	**FM 6-0** Commander and Staff Organization and Operations
FM 6-02 Signal Support Operations	**FM 6-05** Multi-Service Tactics, Techniques, and Procedures for CF and SF Integration, Interoperability, and Interdependence	**FM 6-22** Developing Leaders	**FM 6-27** The Commander's Handbook on the Law of Land Warfare	**FM 6-99** U.S. Army Report and Message Formats	**FM 7-0** Training	**FM 7-22** Holistic Health and Fitness

Table Of Contents | Part One | Part Two | Part Three

Army Techniques Publications (291)

The following is a list of ATPs published and available as of 04 September 2024.

NUMBER	TITLE	DATE
ATP 1-0.1	*Techniques For Human Resources Support To Operations*	11/16/2023
ATP 1-02.1	*Multi-service Tactics, Techniques, And Procedures For Multi-service Brevity Codes (MCRP 3-30b.1, NTTP 6-02.1, AFTTP 3-2.5)*	3/7/2023
ATP 1-05.01	*Religious Support And The Operations Process*	7/31/2018
ATP 1-05.02	*Religious Support To Funerals And Memorial Events*	11/27/2018
ATP 1-05.03	*Religious Support And External Advisement*	1/31/2019
ATP 1-05.04	*Religious Support And Internal Advisement*	3/23/2017
ATP 1-05.05	*Religious Support And Casualty Care*	8/28/2019
ATP 1-06.1	*Field Ordering Officer (Foo) And Pay Agent (Pa) Operations*	5/10/2013
ATP 1-06.2	*Commanders' Emergency Response Program*	5/22/2017
ATP 1-06.3	*Banking Operations*	1/23/2015
ATP 1-06.4	*Internal Controls*	5/12/2016
ATP 1-19	*Army Bands*	7/28/2021
ATP 1-20	*Military History Operations (This Item Is Published W/ Basic Incl C1)*	6/9/2014
ATP 2-01	*Collection Management*	8/17/2021
ATP 2-01.3	*Intelligence Preparation Of The Operational Environment (This Item Is Published W/ Basic Incl C2)*	3/1/2019
ATP 2-19.1-1	*(U) Echelons Above Corps Intelligence Organizations (This Item Is Published W/ Basic Incl C1)*	3/1/2022
ATP 2-19.1-2	*(U) Echelons Above Corps Intelligence Organizations Volume II: United States Army Intelligence And Security Command (S//NF)*	3/1/2022
ATP 2-19.3	*Corps And Division Intelligence Techniques*	3/8/2023
ATP 2-19.4	*Brigade Combat Team Intelligence Techniques*	6/25/2021
ATP 2-22.2-1	*Counterintelligence Volume I: Investigations, Analysis And Production, And Technical Services And Support Activities (U)*	12/11/2015
ATP 2-22.2-2	*(U) Counter Intelligence Volume II: Operations And Collection Activities (S)*	12/22/2016
ATP 2-22.4	*Technical Intelligence*	10/29/2021
ATP 2-22.6	*(U) Signals Intelligence*	1/9/2024
ATP 2-22.7	*Geospatial Intelligence*	3/26/2015
ATP 2-22.8	*(U) Measurement And Signature Intelligence (S//NF)*	5/30/2014
ATP 2-22.9-1	*(U) Publicly Available Information Research And Open-source Intelligence (MCRP 2-10a.3)*	10/19/2023
ATP 2-22.9-2	*(U) Open-source Intelligence Volume II (S)*	8/15/2019
ATP 2-22.31	*(U) Human Intelligence Military Source Operations Techniques (S//NF) (This Item Is Published W/ Basic Incl C1)*	4/17/2015
ATP 2-22.33	*(U) 2x Operations And Source Validation Techniques (S//NF)*	9/9/2016
ATP 2-22.34	*(U) Joint Interrogation And Debriefing Center Operations*	10/28/2020
ATP 2-22.82	*Biometrics-enabled Intelligence (U)*	11/2/2015
ATP 2-22.85	*Multi-service Tactics, Techniques, And Procedures For Tactical Employment Of Biometrics In Support Of Operations (MCRP 10-10f.1, NTTP 3-07.16, AFTTP 3-2.85)*	4/30/2020
ATP 2-33.4	*Intelligence Analysis*	1/10/2020
ATP 2-91.7	*Intelligence Support To Defense Support Of Civil Authorities*	6/29/2015
ATP 2-91.8	*Techniques For Document And Media Exploitation*	5/5/2015
ATP 2-91.9	*(U) Intelligence Operations In A Cyberspace Electromagnetic Activities Environment (Ts) (This Item Is Published W/ Basic Incl C1)*	8/3/2017
ATP 3-01.4	*Multi-service Tactics Techniques And Procedures For Joint Suppression Of Enemy Air Defense (J-SEAD) (MCRP 3-31.3; NTTP 3-01.42; AFTTP 3-2.28)*	6/9/2022

Table Of Contents | Part One | Part Two | Part Three

Army Techniques Publications Continued (291)

The following is a list of ATPs published and available as of 04 September 2024.

NUMBER	TITLE	DATE
ATP 3-01.7	*Air Defense Artillery Brigade Techniques*	3/16/2016
ATP 3-01.8	*Techniques For Combined Arms For Air Defense*	7/29/2016
ATP 3-01.15	*Multi-service Tactics, Techniques, And Procedures For Air And Missile Defense (MCTP 10-10b, NTTP 3-01.8, AFTTP 3-2.31)*	4/7/2023
ATP 3-01.16	*Air And Missile Defense Intelligence Preparation Of The Battlefield (AMD IPB)*	3/31/2016
ATP 3-01.18	*Stinger Team Techniques*	8/23/2017
ATP 3-01.48	*Sentinel Techniques*	3/4/2016
ATP 3-01.50	*Air Defense And Airspace Management (Adam) Cell Operation*	4/5/2013
ATP 3-01.60	*Counter-rocket, Artillery, And Mortar Operations*	5/10/2013
ATP 3-01.64	*Avenger Battalion And Battery Techniques*	3/10/2016
ATP 3-01.81	*Counter-unmanned Aircraft System (C-UAS)*	8/11/2023
ATP 3-01.85	*Patriot Battalion Techniques*	1/31/2019
ATP 3-01.87	*Patriot Battery Techniques*	8/22/2018
ATP 3-01.91	*Terminal High Altitude Defense (THAAD) Techniques*	8/26/2013
ATP 3-01.94	*Army Air And Missile Defense Command Operations*	4/20/2016
ATP 3-04.1	*Aviation Tactical Employment*	5/7/2020
ATP 3-04.6	*Air Traffic Services Operations (This Item Is Published W/ Basic Incl C1)*	1/12/2022
ATP 3-04.7	*Army Aviation Maintenance*	10/20/2020
ATP 3-04.13	*Helicopter And Small Aircraft Battle Damage Assessment, Repair, And Recovery*	11/9/2021
ATP 3-04.16	*Airfield Operations*	9/21/2023
ATP 3-04.17	*Techniques For Forward Arming And Refueling Points (This Item Is Published W/ Basic Incl C1)*	6/4/2018
ATP 3-04.18	*Multi-service Tactics, Techniques, And Procedures For Air Operations In Maritime Surface Warfare (MCRP 3-20.2, NTTP 3-20.8, AFTTP 3-2.74)*	3/29/2024
ATP 3-04.19	*Multi-service Tactics, Techniques, And Procedures For Shipboard Helicopter And Tiltrotor Aircraft Operations*	3/1/2019
ATP 3-04.20	*Army Fixed-wing Operations*	6/3/2021
ATP 3-04.23	*Army Aviation Platoons*	5/17/2021
ATP 3-04.119	*Aviation Security And Support Battalion Operations*	1/25/2022
ATP 3-05.1	*Unconventional Warfare At The Combined Joint Special Operations Task Force Level (Published With Basic Including Change 1.)*	4/9/2021
ATP 3-05.2	*Foreign Internal Defense*	8/19/2015
ATP 3-05.11	*Special Operations Chemical, Biological, Radiological, And Nuclear Operations*	4/30/2014
ATP 3-05.20	*Special Operations Intelligence*	5/3/2013
ATP 3-05.40	*Special Operations Sustainment*	5/3/2013
ATP 3-05.60	*Special Operations Communications System*	11/30/2015
ATP 3-05.68	*Special Operations Noncombatant Evacuation Operations*	9/30/2014
ATP 3-05.71	*(U) Army Special Operations Forces Resistance And Escape (C//Rel To USA, FVEY) (This Item Is Published W/ Basic Incl C2)*	11/15/2021
ATP 3-06	*Urban Operations (MCTP 12-10b)*	7/21/2022
ATP 3-06.1	*Multi-service Tactics, Techniques, And Procedures For Aviation Urban Operations (MCRP 3-20.4, NTTP 3-01.04, AFTTP 3-2.29)*	2/22/2022
ATP 3-07.5	*Stability Techniques*	8/31/2012
ATP 3-07.6	*Protection Of Civilians*	10/29/2015

Table Of Contents | Part One | Part Two | Part Three

Army Techniques Publications Continued (291)

The following is a list of ATPs published and available as of 04 September 2024.

NUMBER	TITLE	DATE
ATP 3-07.10	*Multi-service Tactics, Techniques, And Procedures For Advising Foreign Security Forces (MCRP 3-03d.1, NTTP 3-07.5, AFTTP 3-2.76)*	6/15/2023
ATP 3-07.31	*Multi-service Tactics, Techniques, And Procedures For Peace Operations (ATP 3-07.31, MCTP 3-03b, AFTTP 3-2.40)*	5/2/2019
ATP 3-09.02	*Field Artillery Survey*	2/16/2016
ATP 3-09.12	*Field Artillery Counterfire And Weapons Locating Radar Operations*	10/26/2021
ATP 3-09.13	*The Battlefield Coordination Detachment*	7/24/2015
ATP 3-09.23	*Field Artillery Cannon Battalion*	9/24/2015
ATP 3-09.24	*The Field Artillery Brigade*	3/30/2022
ATP 3-09.30	*Observed Fires*	9/28/2017
ATP 3-09.32	*Multi-service Tactics, Techniques, And Procedures For Joint Application Of Firepower (MCRP 3-31.6, NTTP 3-09.2, AFTTP 3-2.6)*	11/29/2023
ATP 3-09.34	*Multi-service Tactics, Techniques, And Procedures For Kill Box Planning And Employment (MCRP 3-31.4, NTTP 3-09.2.1, AFTTP 3-2.59)*	10/7/2022
ATP 3-09.42	*Fire Support For The Brigade Combat Team*	3/1/2016
ATP 3-09.50	*The Field Artillery Cannon Battery*	5/4/2016
ATP 3-09.60	*Techniques For Multiple Launch Rocket System (MLRS) And High Mobility Artillery Rocket System (HIMARS) Operations*	7/29/2020
ATP 3-09.70	*Paladin Operations*	9/25/2015
ATP 3-09.90	*Division Artillery Operations And Fire Support For The Division*	10/12/2017
ATP 3-11.32	*Multi-service Tactics, Techniques, And Procedures For Chemical, Biological, Radiological, And Nuclear Protection (MCRP 10-10e.11, NTTP 3-11.27, AFTTP 3-2.46)*	1/24/2024
ATP 3-11.33	*Multi-service Tactics, Techniques, And Procedures For Chemical, Biological, Radiological, And Nuclear Contamination Mitigation (MCRP 10-10e.12, NTTP 3-11.26, AFTTP 3-2.60)*	1/24/2024
ATP 3-11.36	*Multi-service Tactics, Techniques, And Procedures For Chemical, Biological, Radiological, And Nuclear Planning (MCRP 10-10e.1, NTTP 3-11.34, AFTTP 3-2.70)*	9/24/2018
ATP 3-11.37	*Multi-service Tactics, Techniques, And Procedures For Chemical, Biological, Radiological, And Nuclear Reconnaissance And Surveillance (MCRP 10-10e.7/NTTP 3-11.29/AFTTP 3-22.44)*	3/31/2021
ATP 3-11.42	*Multi-service Tactics, Techniques, And Procedures For Domestic Chemical, Biological, Radiological, And Nuclear Response (MCRP 10-10e.10, NTTP 3-11.38, AFTTP 3-2.84) (This Item Is Published W/ Basic Incl C1)*	12/22/2021
ATP 3-11.46	*Weapons Of Mass Destruction--civil Support Team Operations (AFTTP 3-2.81) (This Item Is Published W/ Basic Incl C1&c2)*	5/20/2014
ATP 3-11.47	*Chemical, Biological, Radiological, Nuclear, And High-yield Explosives Enhanced Response Force Package (CERFP)/Homeland Response Force (HRF) Operations (AFTTP 3-2.79)*	4/26/2013
ATP 3-11.50	*Battlefield Obscuration (This Item Is Published W/ Basic Incl C1)*	5/15/2014
ATP 3-11.74	*Chemical, Biological, Radiological, And Nuclear Platoons*	4/15/2021
ATP 3-12.3	*Electromagnetic Warfare Techniques*	1/30/2023
ATP 3-12.4	*Electromagnetic Warfare Platoon*	1/9/2023
ATP 3-13.1	*The Conduct Of Information Operations*	10/4/2018
ATP 3-13.3	*Army Operations Security For Division And Below*	7/16/2019
ATP 3-13.4	*(U) Army Deception Activities Tactics, Techniques, And Procedures (S)*	4/19/2024
ATP 3-13.5	*Soldier And Leader Engagement*	12/21/2021
ATP 3-14.3	*Techniques For Army Space Forces*	2/15/2018

Table Of Contents | Part One | Part Two | Part Three

Army Techniques Publications Continued (291)

The following is a list of ATPs published and available as of 04 September 2024.

NUMBER	TITLE	DATE
ATP 3-14.5	*Army Joint Tactical Ground Station Operations*	2/10/2022
ATP 3-16.02	*Write For Release*	9/26/2023
ATP 3-17.2	*Multi-service Tactics, Techniques, And Procedures For Airfield Opening {MCRP 3-20b.1; NTTP 3-02.18; AFTTP 3-2.68}*	3/1/2024
ATP 3-18.1	*Special Forces Unconventional Warfare (This Item Is Published W/ Basic Incl C1)*	3/21/2019
ATP 3-18.3	*(U) Special Forces Direct Action Operations (C)*	8/9/2021
ATP 3-18.4	*Special Forces Special Reconnaissance*	10/5/2021
ATP 3-18.10	*Special Forces Air Operations (This Item Is Published W/ Basic Incl C1)*	6/3/2021
ATP 3-18.11	*Special Forces Military Free-fall Operations (This Item Is Published W/ Basic Incl C4)*	12/17/2021
ATP 3-18.12	*Special Forces Waterborne Operations*	12/16/2022
ATP 3-18.13	*Special Forces Use Of Pack Animals*	3/28/2024
ATP 3-18.14	*Special Forces Ground Mobility Operations Tactics, Techniques, And Procedures*	7/15/2022
ATP 3-18.16	*(U) Preparation Of The Environment (S//NF) (This Pub Is Published With C1 Included.)*	2/27/2018
ATP 3-18.20	*(U) Advanced Special Operations Techniques (S//NF)*	10/26/2021
ATP 3-18.72	*(U) Special Forces Personnel Recovery (S//NF)*	6/18/2024
ATP 3-20.15	*Tank Platoon (MCRP 3-10b.1)*	7/3/2019
ATP 3-20.96	*Cavalry Squadron*	5/12/2016
ATP 3-20.97	*Cavalry Troop*	9/1/2016
ATP 3-20.98	*Scout Platoon*	12/4/2019
ATP 3-21.8	*Infantry Rifle Platoon And Squad*	1/11/2024
ATP 3-21.10	*Infantry Rifle Company*	5/14/2018
ATP 3-21.11	*Stryker Brigade Combat Team Infantry Rifle Company*	11/25/2020
ATP 3-21.18	*Foot Marches*	4/13/2022
ATP 3-21.20	*Infantry Battalion*	12/28/2017
ATP 3-21.21	*SBCT Infantry Battalion*	3/22/2016
ATP 3-21.50	*Infantry Small-unit Mountain And Cold Weather Operations*	8/27/2020
ATP 3-21.51	*Subterranean Operations*	11/1/2019
ATP 3-21.90	*Tactical Employment Of Mortars*	10/9/2019
ATP 3-21.91	*Stryker Brigade Combat Team Weapons Troop*	5/11/2017
ATP 3-22.40	*Multi-service Tactics, Techniques, And Procedures For The Employment Of Nonlethal Weapons (MCTP 10-10a, NTTP 3-07.3.2, AFTTP 3-2.45, CGTTP 3-93.2)*	5/29/2020
ATP 3-27.3	*Ground-based Midcourse Defense Operations*	10/30/2019
ATP 3-27.5	*An/Tpy-2 Forward Based Mode System Operations*	2/11/2022
ATP 3-28.1	*Multi-service Tactics, Techniques, And Procedures For Defense Support Of Civil Authorities (DSCA) (MCRP 3-30.6, NTTP 3-57.2, AFTTP 3-2.67, CGTTP 3-57.1)*	2/11/2021
ATP 3-34.5	*Environmental Considerations (MCRP 3-40b.2) (This Item Is Published W/ Basic Incl C1)*	8/10/2015
ATP 3-34.10	*Engineer Platoons*	2/2/2021
ATP 3-34.20	*Countering Explosive Hazards (MCRP 3-17.2d)*	1/21/2016
ATP 3-34.22	*Engineer Operations--brigade Combat Team And Below*	4/14/2021
ATP 3-34.40	*General Engineering (MCTP 3-40d(MCWP 3-17.7))*	4/14/2023

Table Of Contents | Part One | Part Two | Part Three

Army Techniques Publications Continued (291)

The following is a list of ATPs published and available as of 04 September 2024.

NUMBER	TITLE	DATE
ATP 3-34.45	*Electric Power Generation And Distribution {MCRP 3-40d.17}*	2/5/2024
ATP 3-34.80	*Geospatial Engineering*	3/26/2024
ATP 3-34.81	*Engineer Reconnaissance (MCWP 3-17.4) (This Item Is Published W/ Basic Incl C1)*	3/1/2016
ATP 3-34.84	*Multi-service Tactics, Techniques, And Procedures For Military Diving Operations (MCRP 3-10.2, NTTP 3-07.7, AFTTP 3-2.75, CGTTP 3-95.17)*	6/16/2023
ATP 3-35	*Army Deployment And Redeployment*	3/9/2023
ATP 3-35.1	*Army Pre-positioned Operations (This Item Is Published W/ Basic Incl C1)*	4/21/2022
ATP 3-37.2	*Antiterrorism*	7/19/2021
ATP 3-37.10	*Base Camps (MCRP 3-40d.13)*	1/27/2017
ATP 3-37.11	*Chemical, Biological, Radiological, Nuclear And Explosives Command (CBRNE Command)*	8/28/2018
ATP 3-37.15	*Foreign Security Force Threats*	1/30/2020
ATP 3-37.34	*Survivability Operations (MCTP 3-34c)*	4/16/2018
ATP 3-39.4	*Military Police Platoons*	4/9/2021
ATP 3-39.10	*Police Operations*	8/24/2021
ATP 3-39.11	*Military Police Special Reaction Teams*	12/15/2022
ATP 3-39.12-1	*Law Enforcement Investigations, Volume I*	4/12/2024
ATP 3-39.12-2	*Law Enforcement Investigations, Volume II : Surveillance And Undercover Operations {DIST By Proponent}*	4/12/2024
ATP 3-39.20	*Police Intelligence Operations*	5/13/2019
ATP 3-39.21	*Multi-service Tactics, Techniques, And Procedures For Expeditionary Forensics (MCRP 10-10f.5 NTTP 3-07.8 AFTTP 3-2.7 CGTTP 3-93.10)*	10/30/2020
ATP 3-39.30	*Security And Mobility Support*	5/21/2020
ATP 3-39.32	*Physical Security*	3/8/2022
ATP 3-39.33	*Crowd Control*	6/23/2022
ATP 3-39.34	*Military Working Dogs*	5/19/2022
ATP 3-39.35	*Protective Services*	5/31/2013
ATP 3-50.3	*Multi-service Tactics, Techniques, And Procedures For Survival, Evasion, And Recovery (MCRP 3-05.1, NTTP 3-50.3, AFTTP 3-2.26)*	7/5/2023
ATP 3-50.10	*Multi-service Tactics, Techniques, And Procedures For Personnel Recovery MCRP 3-05.3, NTTP 3-57.6, AFTTP 3-2.90)*	10/20/2022
ATP 3-50.20	*Survival, Evasion, Resistance, And Escape (Sere) Planning And Preparation*	11/29/2017
ATP 3-50.21	*Survival*	9/18/2018
ATP 3-50.22	*Evasion*	11/28/2017
ATP 3-52.1	*Multi-service Tactics, Techniques, And Procedures For Airspace Control (MCRP 3-20f.4, NTTP 3-56.4, AFTTP 3-2.78)*	6/21/2023
ATP 3-52.2	*Multi-service Tactics, Techniques, And Procedures For The Theater Air-ground System (MCRP 3-20.1, NTTP 3-56.2, AFTTP 3-2.17)*	8/22/2024
ATP 3-52.4	*Acc Multi-service Tactics, Techniques, And Procedures For Air Control Communication (MCRP 3-20f.10, NTTP 6-02.9, AFTTP 3-2.8)*	9/2/2021
ATP 3-53.1	*Military Information In Special Operations*	4/23/2015
ATP 3-53.2	*Military Information In Conventional Operations*	8/7/2015
ATP 3-53.4	*Civil Authority Information Support*	7/12/2022
ATP 3-55.3	*Multi-service Tactics, Techniques, And Procedures For Intelligence, Surveillance, And Reconnaissance Optimization (MCRP 2-10a.8. NTTP 2-01.3, AFTTP 3-2.88)*	9/3/2019

Table Of Contents | Part One | Part Two | Part Three

Army Techniques Publications Continued (291)

The following is a list of ATPs published and available as of 04 September 2024.

NUMBER	TITLE	DATE
ATP 3-55.4	*Techniques For Information Collection During Operations Among Populations*	4/5/2016
ATP 3-55.6	*Multi-service Tactics, Techniques, And Procedures For Air-to-surface Radar System Employment (MCRP 2-10a.4, NTTP 3-55.13, AFTTP 3-2.2)*	9/22/2023
ATP 3-57.10	*Civil Affairs Support To Populace And Resources Control*	8/6/2013
ATP 3-57.20	*Multi-service Techniques For Civil Affairs Support To Foreign Humanitarian Assistance {MCRP 3-33.1c}*	2/15/2013
ATP 3-57.30	*Civil Network Development And Engagement*	2/6/2023
ATP 3-57.50	*Civil Affairs Civil Information Management*	9/6/2013
ATP 3-57.60	*Civil Affairs Planning*	5/7/2024
ATP 3-57.70	*Civil-military Operations Center*	5/5/2014
ATP 3-57.80	*Civil-military Engagement*	10/31/2013
ATP 3-60.1	*Multi-service Tactics, Techniques, And Procedures For Dynamic Targeting {MCRP 3-31.5; NTTP 3-60.1; AFTTP 3-2.3}*	1/5/2022
ATP 3-60.2	*Multi-service Tactics, Techniques, And Procedures For Strike Coordination And Reconnaissance (MCRP 3-20d.1, NTTP 3-03.4.3, AFTTP 3-2.72)*	1/31/2018
ATP 3-72	*Operations In A Nuclear Environment (MCRP 10-10e.9, NTTP 3-72.1, AFTTP 3-2.65)*	3/7/2022
ATP 3-75	*Ranger Operations*	6/26/2015
ATP 3-76	*Special Operations Aviation*	2/10/2017
ATP 3-90.1	*Armor And Mechanized Infantry Company Team*	10/24/2023
ATP 3-90.4	*(Cui) Combined Arms Mobility (MCTP 3-34a (MCWP 3-17.8))*	6/10/2022
ATP 3-90.5	*Combined Arms Battalion*	7/15/2021
ATP 3-90.8	*Combined Arms Countermobility (MCTP 3-34b) (This Item Is Published W/ Basic Incl C1)*	11/30/2021
ATP 3-90.15	*Site Exploitation*	7/28/2015
ATP 3-90.20	*Regional Support Group (This Item Is Published W/ Basic Incl C1)*	1/16/2018
ATP 3-90.40	*Multi-service Tactics, Techniques, And Procedures For Combined Arms Countering Weapons Of Mass Destruction (MCTP 10-10h)*	5/18/2023
ATP 3-90.97	*Mountain Warfare And Cold Weather Operations*	4/29/2016
ATP 3-90.98	*Jungle Operations (MCTP 12-10c)*	9/24/2020
ATP 3-90.99	*Desert Operations (MCTP 12-10d)*	4/7/2021
ATP 3-91	*Division Operations*	10/17/2014
ATP 3-91.1	*The Joint Air Ground Integration Center (AFTTP 3-2.86)*	4/17/2019
ATP 3-92	*Corps Operations*	4/7/2016
ATP 3-93	*Theater Army Operations*	8/27/2021
ATP 3-94.1	*Digital Liaison Detachment*	12/28/2017
ATP 3-94.2	*Deep Operations*	9/1/2016
ATP 3-94.4	*Reconstitution Operations*	5/5/2021
ATP 3-96.1	*Security Force Assistance Brigade*	9/2/2020
ATP 4-0.6	*Sustainment Automation Support Management Office Operations*	1/17/2024
ATP 4-01.45	*Multi-service Tactics, Techniques, And Procedures For Tactical Convoy Operations (MCRP 3-40f.7, NTTP 4-01.6, AFTTP 3-2.58)*	3/26/2021
ATP 4-02.1	*Army Medical Logistics*	10/29/2015
ATP 4-02.2	*Medical Evacuation*	7/12/2019
ATP 4-02.4	*Medical Platoon*	5/12/2021

Table Of Contents | Part One | Part Two | Part Three

Army Techniques Publications Continued (291)

The following is a list of ATPs published and available as of 04 September 2024.

NUMBER	TITLE	DATE
ATP 4-02.5	*Casualty Care (This Item Is Published W/ Basic Incl C1)*	5/10/2013
ATP 4-02.6	*The Medical Company (Role 2)*	11/8/2022
ATP 4-02.7	*Multi-service Tactics, Techniques, And Procedures For Health Service Support In A Chemical, Biological, Radiological, And Nuclear Environment (MCRP 4-11.1f, NTTP 4-02.7, AFTTP 3-42.3)*	3/15/2016
ATP 4-02.8	*Force Health Protection (This Item Is Published W/ Basic Incl C1)*	3/9/2016
ATP 4-02.10	*Theater Hospitalization*	8/14/2020
ATP 4-02.13	*Casualty Evacuation*	6/30/2021
ATP 4-02.19	*Dental Services*	8/14/2020
ATP 4-02.25	*The Medical Detachment, Forward Resuscitative And Surgical (This Item Is Published W/ Basic Incl C1)*	12/7/2020
ATP 4-02.42	*Army Health System Support To Stability And Defense Support Of Civil Authorities Tasks*	6/9/2014
ATP 4-02.43	*Army Health System Support To Army Special Operations Forces*	8/14/2023
ATP 4-02.46	*Army Health System Support To Detainee Operations*	8/24/2021
ATP 4-02.55	*Army Health System Support Planning*	3/30/2020
ATP 4-02.82	*Occupational And Environmental Health Site Assessment (NTRP 4-02.9 , AFTTP 3-2.82_ip)*	1/1/2023
ATP 4-02.83	*Multiservice Tactics, Techniques, And Procedures For Treatment Of Nuclear And Radiological Casualties (MCRP 4-11.1b, NTRP 4-02.21, AFMAN 44-161(i))*	5/5/2014
ATP 4-02.84	*Multi-service Tactics, Techniques, And Procedures For Treatment Of Biological Warfare Agent Casualties (MCRP 3-40a.3, NTRP 4-02.23, AFMAN 44-156_ip)*	11/21/2019
ATP 4-02.85	*Multi-service Tactics, Techniques And Procedures For Treatment Of Chemical Warfare Agent Casualties And Conventional Military Chemical Injuries (MCRP 3-40a.1, *NTRP 4-02.22, *AFTTP(i) 3-2.69) (This Item Is Published W/ Basic Incl C1)*	8/2/2016
ATP 4-10	*Multi-service Tactics, Techniques, And Procedures For Operational Contract Support (MCRP 4-11h, NTTP 4-09.1, AFTTP 3-2.41) (This Item Is Published W/ Basic Incl C1)*	12/16/2021
ATP 4-10.1	*Logistics Civil Augmentation Program Support To Operations*	11/28/2023
ATP 4-11	*Army Motor Transport Operations*	8/14/2020
ATP 4-12	*Army Container Operations*	2/12/2021
ATP 4-13	*Army Expeditionary Intermodal Operations*	6/21/2023
ATP 4-14	*Expeditionary Railway Center Operations*	6/22/2022
ATP 4-15	*Army Watercraft Operations (This Item Is Published W/ Basic Incl C1)*	4/3/2015
ATP 4-16	*Movement Control*	4/25/2022
ATP 4-25.12	*Unit Field Sanitation Teams (This Item Is Published W/ Basic Incl C1)*	4/30/2014
ATP 4-31	*Recovery And Battle Damage Assessment And Repair (BDAR) (MCRP 3-40e.1) (This Item Is Published W/ Basic Incl C1)*	11/18/2020
ATP 4-32	*Explosive Ordnance Disposal (EOD) Operations*	5/12/2022
ATP 4-32.1	*Explosive Ordnance Disposal (EOD) Group And Battalion Headquarters Operations (This Item Is Published W/ Basic Incl C1)*	1/24/2017
ATP 4-32.2	*Multi-service Tactics, Techniques, And Procedures For Explosive Ordnance (EO) {MCRP 10-10d.1, NTTP 3-02.4.1, AFTTP 3-2.12}*	3/1/2024
ATP 4-32.3	*Explosive Ordnance Disposal (EOD) Company, Platoon, And Team Operations (This Item Is Published W/ Basic Incl C1)*	2/1/2017
ATP 4-33	*Maintenance Operations*	1/9/2024

Table Of Contents | Part One | Part Two | Part Three

Army Techniques Publications Continued (291)

The following is a list of ATPs published and available as of 04 September 2024.

NUMBER	TITLE	DATE
ATP 4-35	*Munitions Operations*	1/31/2023
ATP 4-35.1	*Ammunition And Explosives Handler Safety Techniques*	11/8/2021
ATP 4-41	*Army Field Feeding And Class I Operations*	12/31/2015
ATP 4-42	*Materiel Management, Supply, And Field Services Operations*	11/2/2020
ATP 4-42.2	*Supply Support Activity Operations*	6/9/2014
ATP 4-43	*Petroleum Supply Operations*	4/18/2022
ATP 4-44	*Water Support Operations (MCRP 3-40d.14) [MCRP 3-17.7q]*	12/16/2022
ATP 4-45	*Force Provider Operations*	11/24/2014
ATP 4-46	*Multi-service Tactics, Techniques, And Procedures For Mortuary Affairs In Theaters Of Operations (MCRP 3-40g.3/NTTP 4-06/AFTTP 3-2.51)*	8/3/2022
ATP 4-48	*Aerial Delivery*	8/28/2023
ATP 4-70	*Assistant Secretary Of The Army For Acquisition, Logistics, And Technology Forward Support To Large-scale Combat Operations*	7/28/2022
ATP 4-71	*Contracting Support Brigade*	6/4/2021
ATP 4-90	*Brigade Support Battalion (This Item Is Published W/ Basic Incl C1)*	6/18/2020
ATP 4-90.5	*Logistics Platoon Leader*	11/2/2021
ATP 4-91	*Division Sustainment Operations (This Item Is Published W/ Basic Incl C1)*	11/8/2022
ATP 4-92	*Field Army And Corps Sustainment Operations*	3/14/2023
ATP 4-93	*Theater Sustainment Operations*	5/1/2023
ATP 4-93.1	*Combat Sustainment Support Battalion*	6/19/2017
ATP 4-98	*Army Field Support Brigade*	6/30/2021
ATP 5-0.1	*Army Design Methodology*	7/1/2015
ATP 5-0.2-1	*Staff Reference Guide Volume I, Unclassified Resources*	12/7/2020
ATP 5-0.2-2	*Staff Reference Guide Volume II: Appendix O Distribution D Resources*	12/7/2020
ATP 5-0.3	*Multi-service Tactics, Techniques, And Procedures For Operation Assessment (MCRP 5-10.1, NTTP 5-01.3, AFTTP 3-2.87)*	2/7/2020
ATP 5-0.6	*Network Engagement*	6/19/2017
ATP 5-19	*Risk Management*	11/9/2021
ATP 6-0.5	*Command Post Organization And Operations*	3/1/2017
ATP 6-01.1	*Knowledge Management*	3/11/2024
ATP 6-02.2	*Signal Platoon*	12/30/2020
ATP 6-02.12	*Department Of Defense Information Network-army Planning Techniques*	11/17/2021
ATP 6-02.40	*Techniques For Visual Information Operations (This Item Is Published W/ Basic Incl C1)*	1/3/2019
ATP 6-02.45	*Techniques For Tactical Signal Support To Theater Operations*	11/7/2019
ATP 6-02.53	*Techniques For Tactical Radio Operations*	2/13/2020
ATP 6-02.54	*Techniques For Satellite Communications*	11/5/2020
ATP 6-02.60	*Tactical Networking Techniques For Corps And Below*	8/9/2019
ATP 6-02.61	*Expeditionary Mission Partner Network Operations*	12/6/2023
ATP 6-02.62	*Expeditionary Mission Partner Network Techniques For Joining, Membership, And Exiting Instructions*	12/6/2023
ATP 6-02.70	*Techniques For Spectrum Management Operations*	10/16/2019

Table Of Contents | Part One | Part Two | Part Three

Army Techniques Publications Continued (291)

The following is a list of ATPs published and available as of 04 September 2024.

NUMBER	TITLE	DATE
ATP 6-02.71	*Techniques For Department Of Defense Information Network Operations*	4/30/2019
ATP 6-02.72	*Multi-service Tactics, Techniques, And Procedures For Tactical Radios (MCRP 3-30b.3, NTTP 6-02.2, AFTTP 3-2.18)*	7/14/2021
ATP 6-02.75	*Techniques For Communications Security*	5/18/2020
ATP 6-22.1	*Providing Feedback: Counseling–coaching–mentoring*	2/13/2024
ATP 6-22.6	*Army Team Building*	10/30/2015
ATP 7-22.01	*Holistic Health And Fitness Testing (This Item Is Published W/ Basic Incl C2)*	10/1/2020
ATP 7-22.02	*Holistic Health And Fitness Drills And Exercises*	10/1/2020
ATP 7-100.1	*Russian Tactics (This Item Is Published W/ Basic Incl C1)*	2/29/2024
ATP 7-100.3	*Chinese Tactics (This Item Is Published W Basic Incl C1)*	8/9/2021

This page intentionally left blank.

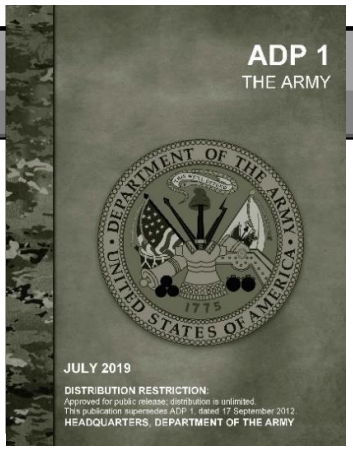
Part Two: Doctrine Summaries

ADPs

FMs

This page intentionally left blank.

ADP 1
THE ARMY



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

Why America Needs an Army

The primary responsibility of the Army is to conduct prompt and sustained land combat as part of the joint force. The Army must deliver ready, trained, and equipped forces to meet the demands placed upon it.

The Army has four strategic roles as part of the Joint Force:

- Shape operational environments
- Prevent conflict
- Prevail in large-scale ground combat
- Consolidate gains

The Army derives its roles from the National Military Strategy and Department of Defense directives. The roles clarify the enduring reasons for which the Army is manned, trained, and equipped.

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

Today's Army

The Army operates with the other Services in a joint comprehensive approach called unified action. *Unified action* is the synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort. (JP 1)

The Army's core competencies:

- Prompt and sustained land combat.
- Combined arms operations:
  - Combined arms maneuver and wide area security.
  - Armored and mechanized operations.
- Airborne and air assault operations.
- Special operations.
- Set and sustain the theater for the joint force.
- Integrate national, multinational and joint power on land.

Army forces accomplish their missions through the operational concept called unified land operations.

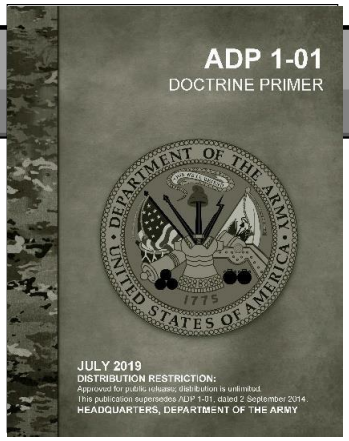
Ready to Fight, Prepared for the Future, Determined to Win

The mission of the United States Army is to deploy, fight, and win our Nation's wars by providing ready, prompt, and sustained land dominance by Army forces across the full spectrum of conflict as part of the joint force.

To meet the vision, the Army must meet the following 5 objectives:

- **Man** – grow the Regular Army above 500,000 Soldiers, with associated growth in the National Guard and Army Reserve.
- **Organize** – ensure warfighting formations have sufficient infantry, armor, engineer, artillery, and air defense assets.
- **Train** – ensure effective training focuses on high-intensity conflict, with an emphasis on operating in dense urban terrain, in electronically degraded environments, and under constant surveillance.
- **Equip** – modernize the force.
- **Lead** – develop smart, thoughtful, and innovative leaders of character who are comfortable with complexity and capable of operating from the tactical to the strategic level.

ADP 1-01
DOCTRINE PRIMER



Doctrine and Its Role

- Provide a coherent vision of warfare
- Enhance operational effectiveness
- Provide a common frame of reference
- Provide a common professional language
- Discuss Army contributions to unified action
- Foster desirable leader and Soldier traits

Doctrine in Context

- Elements of information
- Principles
- Tactics
- Techniques
- Procedures
- Terms and symbols

General types of doctrine

- Joint
- Multinational
- Multi-Service
- Service

Foundations of Doctrine

- The nature of operations
  - War is inherently chaotic
  - War is a human endeavor
  - War is conducted among people
  - Warfare is how war is conducted
- Foundations of Army doctrine
  - The need for combined arms
  - The need for mission command
  - The need to adhere to the law of war
  - Operations are joint

Application of Doctrine

It is not enough to know terms and definitions. Army professionals must also understand their relationships—how they fit together—when applied to studying and more importantly to conducting operations.

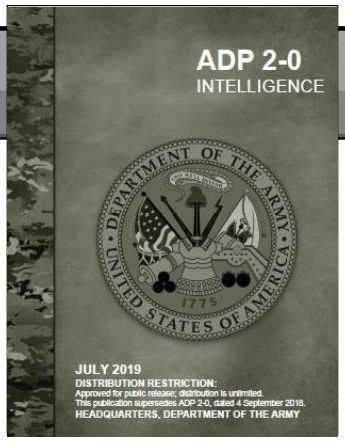
Taxonomies and Terms of Army Doctrine

- Terms to describe organizations and branches
  - Role
  - Core competency
  - Function
  - Characteristic
  - Principles
- Terms used to describe an operational environment
  - Domain
  - Operational environment
  - Operational variables
  - Mission variables
- Terms and taxonomies for the conduct of operations
  - Operational concept
  - Decisive action
    - Offense
    - Defense
    - Stability
    - Defense support of civil authority
  - Mission command (approach)
  - Warfighting functions
  - Combat power
  - The principles of war and joint operations
  - Tenets of operations
  - Operational art
  - Operational approach
  - Operational framework
  - Operations process
  - Levels of warfare
  - Operation
  - Mission
  - Task
  - Control measure
  - Area of operations
  - Operation order or operation plan

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

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

ADP 2-0
INTELLIGENCE



The Army conducts the intelligence warfighting function through these fundamental doctrinal processes.

Operations and Intelligence

- Army forces are globally engaged, always executing operations and preparing for future operations as part of a joint team.
- A key part of global engagement is the continuous use of intelligence, the collection and analysis of information, and the production of intelligence.
- To understand Army intelligence, it is important to understand intelligence within the larger context of large-scale combat operations, the operational environment, unified action, the Army strategic roles, and unified land operations.

Intelligence Support

- Army intelligence as a function supports operations by accomplishing various intelligence tasks and activities for commanders and staffs.
- To provide this support, the intelligence staff, augmented with an analysis element and capabilities, performs intelligence analysis to support the commander and mission command, including the staff integrating processes.

The Intelligence Process

- The Army views the intelligence process as a model that describes how the intelligence warfighting function facilitates situational understanding and supports decision making.
- This process provides a common framework for Army professionals to guide their thoughts, discussions, plans, and assessments.
- Effective execution of the intelligence process depends on commander and staff involvement and effective information collection.

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

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

Fighting for Intelligence

Encompasses the basics of establishing an effective intelligence architecture, synchronizing the intelligence warfighting function, and planning and conducting information collection.

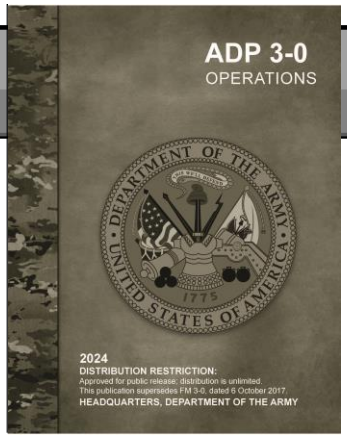
ADP 2-0 describes the key aspects of intelligence support to unified land operations.

Operations and intelligence are closely linked. The intelligence process is continuous and directly drives and supports the operations process.

Intelligence supports joint and Army operations across unified action, the Army's strategic roles, unified land operations, and decisive action at each echelon—from the geographic combatant command down to the battalion level.

Intelligence is inherently joint, interagency, intergovernmental, and multinational. Every aspect of intelligence is synchronized, networked, and collaborative across all unified action partners.

ADP 3-0
OPERATIONS



ADP 3-0 describes how the Army, in multidomain operations, contributes to the joint operational concept of unified action to synchronize, coordinate, and integrate military activities designed to overcome the challenges posed by peer threats, such as Russia and China. These peer threats employ capabilities and formations unlikely to be defeated by single, decisive attacks focused on a specific domain. Army forces need an approach to victory based on the ability to build advantages over time, attacking multiple decisive points, across five domains—land, maritime, air, space, and cyberspace—and in all three dimensions—physical, information, and human.

Foundations

- Operations and War
- Army Strategic Roles
- Operational Environment
- Army Support to Joint Campaigns and Operations
- Readiness Through Training
- Theory of Victory

Warfighting Functions and Combat Power

- Warfighting Functions
- Combat Power

The Army's Operational Concept

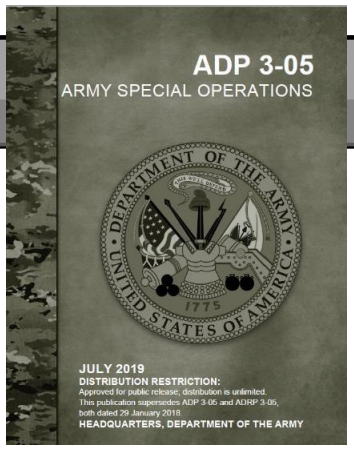
- Multidomain Operations
- Combined Arms
- Relative Advantages
- Tenets
- Imperatives
- Strategic Framework
- Operational Framework
- Challenges

Army Campaign Support

- Army Support to Joint Campaigning
- The Elements of Operational Art
- The Application of Operational Art
- Defeating Enemy Forces
- Defeat and Stability Mechanisms

ADP 3-0 constitutes the Army's view of how to conduct prompt and sustained operations across multiple domains. It sets the foundation for developing other principles, tactics, techniques, and procedures detailed in subordinate doctrine publications. It articulates the Army's operational doctrine for multidomain operations. ADP 3-0 accounts for the uncertainty of operations and recognizes that a military operation is a human undertaking. Additionally, this publication is the core for training and Army education system curricula related to multidomain operations..

ADP 3-05
ARMY SPECIAL OPERATIONS



Army Special Operations Characteristics

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

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

Core Competencies

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

Special Warfare

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

Surgical Strike

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

Principles

- Discrete
- Precise
- Scalable

Core Activities

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

Tenets of Army Special Operations

- Tempo
- Preemption
- Disruption
- Deception
- Disciplined initiative

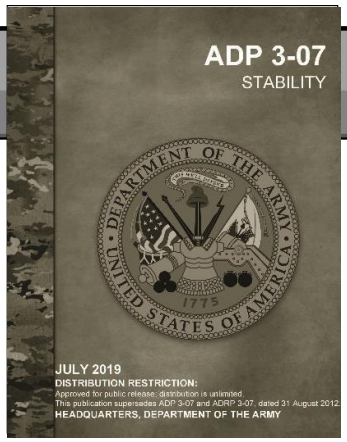
Imperatives

- Understand the operational environment
- Recognize political implications
- Facilitate interorganizational cooperation
- Engage the threat discriminately
- Anticipate long-term effects
- Ensure legitimacy, credibility, and trust
- Anticipate psychological effects and the impact of information.
- Operate with and through others
- Develop multiple options
- Ensure long-term engagement
- Provide sufficient intelligence
- Balance security and synchronization

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

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

ADP 3-07
STABILITY



A *stability operation* is an operation conducted outside the United States in coordination with other instruments of national power to establish or maintain a secure environment and provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief (ADP 3-0).

Stability in Operations

- Fundamentals of stabilization
  - Conflict transformation
  - Unity of effort
  - Building host-nation capacity and capability
  - Host-nation ownership and legitimacy
- Stabilization framework
  - Initial response phase
  - Transformation phase
  - Fostering sustainability phase
- End state conditions in stabilization efforts
  - A safe and secure environment
  - An established rule of law
  - Social well-being
  - Stable governance
  - A sustainable economy

Stability in Unified Land Operations

- Unified land operations
  - Offensive and defensive operations
  - Stability across the range of military operations
- The Army in joint operations
  - Shape
  - Prevent
  - Conduct large-scale ground combat
  - Consolidate gains
  - Win
- Linking military and civilian efforts
  - Stabilization and reconstruction essential task matrix
  - Joint stability functions
- Six Army stability operations tasks
- Establish civil security
- Support to civil control
- Restore essential services
- Support to governance
- Support to economic and infrastructure development
- Conduct security cooperation

Unique Considerations of Stability Operations in Other Operations

- Military role in prevention activities
- Peace operations
- Transitions
- Security sector reform
- Disarmament, demobilization, and reintegration
- Foreign humanitarian assistance
- Foreign internal defense
- Counterinsurgency
- Information operations
- Protection of civilians
- Women, peace, and security
- Nonlethal actions
- Intelligence
- Sustainment

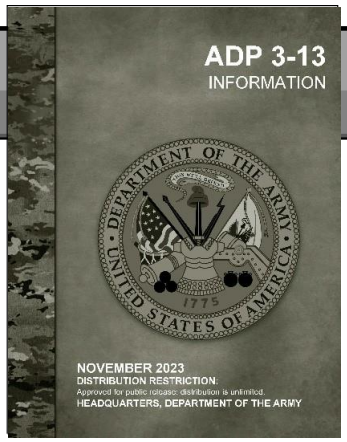
Planning for Stability in Operations

- Stability planning considerations
  - Recognize complexity.
  - Balance resources, capabilities, and activities.
  - Recognize planning horizons.
  - Avoid planning pitfalls.
- The commander's role in planning
- Operational art and stability in operations
- Stability and defeat mechanisms
- Force organization
- Assessments

ADP 3-07 is the Army's doctrine for stability operations tasks.

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

ADP 3-13
INFORMATION



An *information advantage* is a condition when a force holds the initiative in terms of situational understanding, decision making, and relevant actor behavior.

An *information activity* is a collection of tasks linked by purpose to affect how humans and automated systems derive meaning from, use,
and act upon, or are influenced by, information.

Five Information Activities

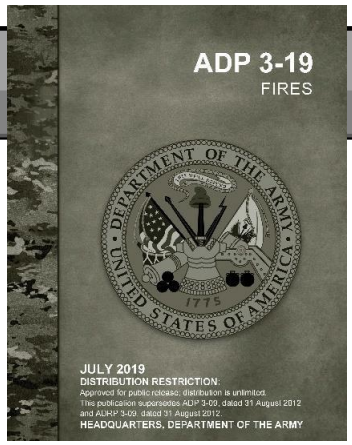
- Enable.
- Protect.
- Inform.
- Influence.
- Attack.

Principles of Information Advantage

- **Offensively oriented**—seize and exploit the initiative to create, protect, and exploit information advantages in all domains.
- **Combined arms**—integrate all available Army, joint, interagency, and multinational capabilities in pursuit of information advantages.
- **Commander driven**—visualize and describe the deliberate integration of information and capabilities to create maximum effects.
- **Soldier enabled**—understand that all Soldiers have a role in collecting, assessing, processing, communicating, and protecting information.

ADP 3-13 represents an evolution in how Army forces think about military uses of data and information in competition, crisis, and armed conflict. It recognizes that all activities have inherent informational aspects that generate effects which contribute to or hinder achieving objectives. Accounting for advances in information technologies and threat information warfare capabilities, ADP 3-13 describes a combined arms approach to creating and exploiting information advantages to achieve objectives

ADP 3-19
FIRES



The *fires warfighting function* is the related tasks and systems that create and converge effects in all domains against the threat to enable actions across the range of military operations. (ADP 3-0)

Cross-domain fires are fires executed in one domain to create effects in a different domain.

Multi-domain fires are fires that converge effects from two or more domains against a target.

Fires Tasks

- Execute fires across domains and in the information environment
- Integrate Army, multinational, and joint fires

Execute Fires Across Domains

- Surface-to-surface fires
- Air-to-surface fires
- Surface-to-air fires
- Cyberspace operations and electronic warfare
- Space operations
- Special operations
- Information operations

Integrate Army, Multinational, and Joint Fires

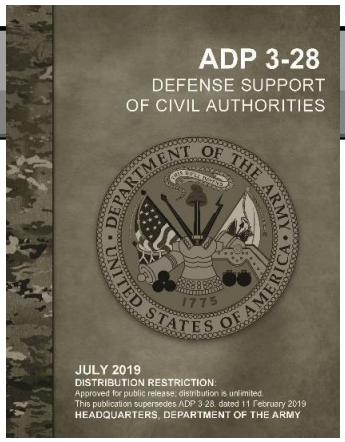
- Fires in the Operations Process
- Integrating Fires into Planning
- Airspace Planning and Integration
- Integrating Multinational Fires
- Fires Preparation
- Fires Assessment
- Targeting
- Army Targeting
- Joint Targeting
- Integrating Army Targeting with Joint Targeting
- Air and Missile Defense Planning and Integration
- Planning
- Preparing
- Executing
- Assessing

ADP 3-19 Fires defines and describes the fires warfighting function in terms of its major tasks, capabilities, functions, and processes, and describes the integration of capabilities and their associated effects through the targeting and operations processes.

ADP 3-19 establishes a common frame of reference and language that commanders and staffs use for the employment of fires in support of unified land operations.

Fires enable maneuver.

ADP 3-28
DEFENSE SUPPORT OF CIVIL AUTHORITIES



Definition of Defense Support of Civil Authorities

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

Characteristics of Army Support

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

Purpose for Army Support

- Save lives.
- Restore essential services.
- Maintain or restore law and order.
- Protect infrastructure and property.
- Support maintenance or restoration of local government.
- Shape the environment for intergovernmental success.

Tasks for Army Support

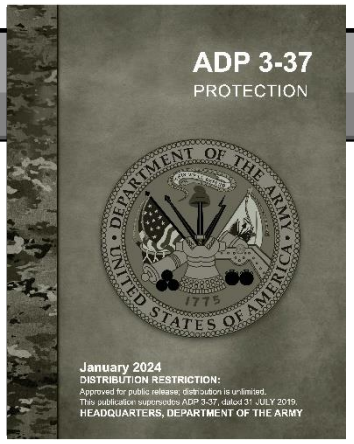
- Provide support for domestic disasters.
- Provide support for domestic chemical, biological, radiological, or nuclear incidents.
- Provide support for domestic civilian law enforcement agencies.
- Provide other designated domestic support.

Organization for Army Support

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

ADP 3-28 clarifies similarities and differences between defense support of civil authorities (DSCA) tasks and other tasks of decisive action. Stability tasks and DSCA tasks are similar in many ways. Both revolve around helping partners on the ground within an areas of operations. Both tasks require Army forces to provide essential services and work together with civil authorities.

ADP 3-37
PROTECTION



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

The ***protection warfighting function*** is the related tasks, systems, and methods that prevent or mitigate detection, threat effects, and hazards to preserve combat power and enable freedom of action (FM 3-0).

Primary Protection Tasks
- Conduct risk management
- Conduct survivability
- Coordinate AMD support
- Conduct CBRN operations
- Conduct electromagnetic protection
- Conduct area security
- Implement OPSEC
- Conduct cyberspace security and defense
- Implement physical security measures and procedures
- Apply antiterrorism measures
- Provide EOD support
- Conduct personnel recovery
- Conduct police operations
- Conduct detention operations
- Conduct populace and resources control
- Provide force health protection

Principles of Protection
- Comprehensive
- Integrated
- Layered
- Redundant
- Enduring

Protection Integration throughout the Operations Process -

Continuous Considerations
- Threats and hazards
- Control measures to prevent or mitigate exposure to threats and hazards
- Critical capabilities, areas, and information
- Freedom of action
- Capabilities to mitigate the effects and preserve time to react or maneuver against the enemy to gain superiority and retain the initiative

Plan
- Establish protection working group
- Understand the operational environment
- Conduct initial assessments
- Establish protection priorities
- Organize protection tasks
- Develop a protection prioritization list
- Develop scheme of protection
- Refine running estimate
- Direct, coordinate, and synchronize protection actions
- Integrate protection throughout the operations process

Prepare
- Revise and refine the plan
- Emplace systems to detect threats to the protection prioritization list
- Direct OPSEC measures
- Prepare and improve survivability positions
- Liaison and coordinate with adjacent units
- Train with defended assets
- Implement vulnerability reduction measures
- Incorporate cyberspace security and defense and electromagnetic protection measures
- Rehearse

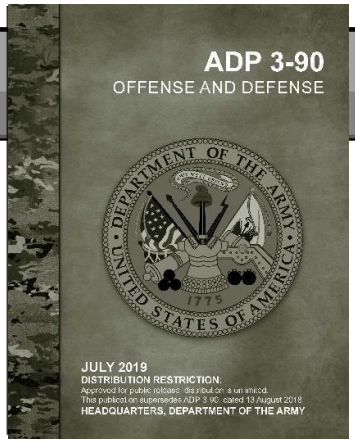
Execute
- Ensure protection focus supports the main effort
- Review and recommend changes to CCIRs
- Review changes to graphic control measures and boundaries for risk of fratricide
- Assess Risk
- Monitor and integrate cyberspace security and defense and electromagnetic protection measures
- Evaluate the effectiveness of tracking for constraints on personnel recovery
- Monitor the employment of security forces for seams and gaps in protection efforts
- Evaluate the effectiveness of liaison personnel for protection actions
- Evaluate movement coordination and control to protect critical routes
- Monitor adjacent unit coordination procedures for terrain management vulnerabilities
- Monitor force health protection

Assess
- Evaluate protection effectiveness
- Monitor the current situation to collect relevant information on protection efforts
- Identify threats and hazards
- Compare intended protection outcomes
- Recommend or direct changes to protection priorities

ADP 3-37 identifies how the foundation of protection starts with the individual Soldier and units conducting tactical-level operations and only becomes comprehensive, integrated, layered, redundant, and enduring when commanders and staffs synchronize, integrate, and organize protection primary tasks and resources throughout the operations process to prevent or mitigate detection and the effects of threats and hazards.

Protection is not a linear activity; planning, preparing, executing, and assessing protection is continuous and enduring.

ADP 3-90
OFFENSE AND DEFENSE



OFFENSE

Characteristics

- Audacity
- Concentration
- Surprise
- Tempo

Types of Offensive Operations

- Movement to contact
- Attack
- Exploitation
- Pursuit

Forms of Maneuver

- Envelopment
- Frontal assault
- Infiltration
- Penetration
- Turning movement

Enabling Operations

Reconnaissance

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

Passage of Lines

- Forward
- Rearward

Troop Movement

- Administrative movement
- Approach march
- Tactical road march

Relief in Place

- Sequential
- Simultaneous
- Staggered

Security

- Screen
- Guard
- Cover
- Area

DEFENSE

Characteristics

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

Types of Defensive Operations

- Area defense
- Mobile Defense
- Retrograde

Forms of the Defense

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

Tactical Mission Tasks

- Ambush
- Attack by fire
- Block
- Breach
- Bypass
- Canalize
- Clear
- Contain
- Control
- Counterreconnaissance
- Destroy
- Defeat
- Disengagement
- Disrupt
- Exfiltrate
- Fix
- Follow and Assume
- Follow and support
- Interdict
- Isolate
- Neutralize
- Occupy
- Reduce
- Retain
- Secure
- Seize
- Support by fire
- Suppress
- Turn

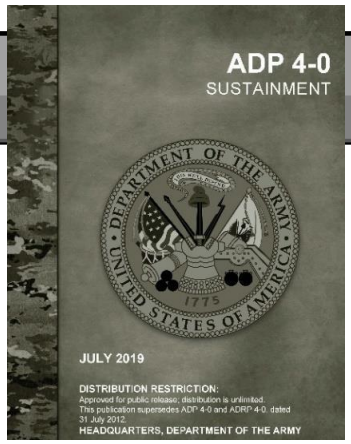
ADP 3-90 articulates how Army forces conduct the offense and defense and the fundamental tactics related to the execution of these elements of decisive action.

The offense defeats or destroys enemy forces, or secures terrain, resources, and population centers.

The defense defeats enemy attacks, economizes forces, and develops conditions favorable for offensive or stability operations.

Enabling operations shape or support the conduct of decisive action, but are not primarily any one element of decisive action.

ADP 4-0
SUSTAINMENT



ADP 4-0 describes principle-level doctrine for the sustainment of forces during the support of operations for the Army.

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

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

Principles of Sustainment

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

Sustainment of Unified Land Operations

- Strategic support area
- US Title 10 responsibilities
- Executive agent responsibilities
- Lead Service responsibilities
- Directive authority for logistics
- Role of institutional Army
- Role of operating forces
- Intergovernmental coordination
- Multinational coordination
- Operational contract support

Sustainment of Unified Land Operations

- Sustainment planning
- Operational reach
- Freedom of action
- Endurance

Elements of Sustainment

Logistics

- Maintenance
- Transportation
- Supply
- Field services
- Distribution
- Operational contract support
- General engineering support
- Mortuary affairs

Financial Management

- Finance operations
- Finance management

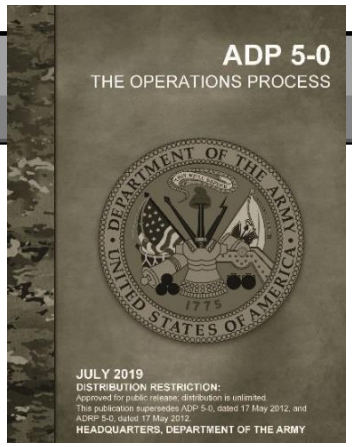
Personnel Services

- Human resources support
- Legal support
- Religious support
- Music support

Health Service Support

- Casualty care
- Organic medical support
- Area medical support
- Hospitalization
- Dental treatment
- Behavioral health
- Clinical laboratory services
- CBRN patient treatment
- Medical evacuation
- Medical logistics

ADP 5-0
THE OPERATIONS PROCESS



Principles of the Operations Process

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

Planning

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

Preparation

- Effective preparation
  - Improve situational understanding.
  - Develop a common understanding of the plan
  - Train and become proficient on critical tasks
  - Task-organize and integrate the force
  - Ensure forces and resources are ready and positioned
- Preparation activities: Liaison – information collection – security – troop movement – network operations – manage terrain – prepare terrain – confirmation briefs – rehearsals – plans-to-operations transition – refine the plan – integrate Soldiers and units – task organize – train – pre-operations checks and inspections – build partnerships and teams

Execution

- Effective execution
  - Seize the initiative through action
  - Build and maintain momentum
  - Exploit success
- Decision making during execution
- Rapid decision-making and synchronization process

Assessment

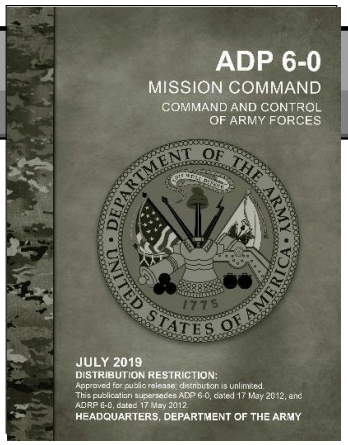
- Effective assessment
  - Commander involvement
  - Integration
  - Incorporation of the logic of the plan
  - Use caution when establishing cause and effect
- Assessment activities
  - Monitor
  - Evaluate (measures of effectiveness and measures of performance)
  - Make recommendations and direct action

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

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

ADP 6-0

MISSION COMMAND: Command and Control of Army Forces



Command and control is fundamental to the art and science of warfare. No single specialized military function, either by itself or combined with others, has a purpose without it.

Mission command is the Army's approach to command and control that empowers subordinate decision making and decentralized execution appropriate to the situation.

Mission Command Principles

- Competence
- Mutual trust
- Shared understanding
- Commander's intent
- Mission orders
- Disciplined imitative
- Risk acceptance

Elements of Command

- Authority
- Responsibility
- Decision making
- Leadership

Elements of Control

- Direction
- Feedback
- Information
- Communication
-

The command and control warfighting function is the related tasks and a system that enables commanders to synchronize and converge all elements of combat power.

Command and Control Tasks

- Command forces
- Control operations
- Drive the operations process
- Establish the command and control system

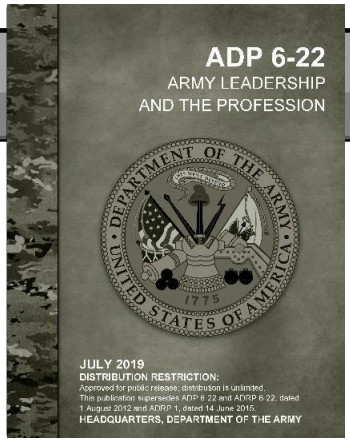
Mission Command System

- People
- Processes
- Networks
- Command posts

ADP 6-0 contains the Army's doctrine on command and control, mission command, and the command and control warfighting function.

ADP 6-0 describes how commanders, supported by their staffs, combine the art and science of command and control to understand situations, make decisions, direct actions, and lead forces toward mission accomplishment.

ADP 6-22
ARMY LEADERSHIP AND THE PROFESSION



The Army profession consists of the Profession of Arms and the Army Civilian Corps. The Army profession is a trusted vocation of Soldiers and Army civilians whose collective expertise is the ethical design, generation, support, and application of landpower; serving under civilian authority: and entrusted to defend the Constitution and the rights and interests of the American people.

The leadership requirements model establishes the core set of requirements (attributes and competencies) as the Army standard and informs leaders of Army expectations.

Attributes by Category

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

Methods of Influence

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

Dynamics of Leadership

- The leader
  - Formal
  - Informal
- The led
- The situation

Levels of Leadership

- Direct
- Organizational
- Strategic

Competencies by Category

- Leads
  - Leads others
  - Builds trust
  - Extends influence
  - Leads by example
  - Communicates
- Develops
  - Prepares self
  - Creates a positive environment
  - Develops others
  - Stewards the profession
- Achieves
  - Gets results
  - Purpose
    - Providing direction, guidance, and priorities
    - Assessing, adjusting, and continuing mission

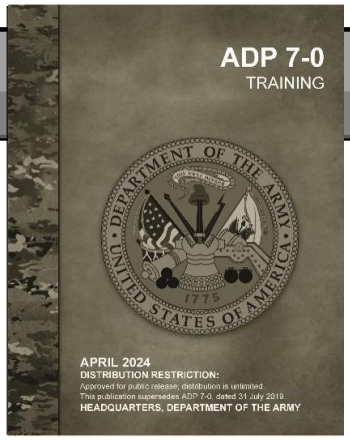
ADP 6-22 establishes and describes the Army profession as the basis for a shared professional identify.

ADP 6-22 is the authoritative source for the requirements affecting all levels of leadership.

ADP 6-22 establishes and expands the Army leadership principles that apply to officers, noncommissioned officers, enlisted Soldiers, and Army Civilians.

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

ADP 7-0
TRAINING



Training to Fight and Win

The Army trains to fight and win by developing proficiencies in mission-essential tasks, weapon systems, and the effective integration and employment of both.

- Individual Training: Soldier skills and proficiencies establish a solid foundation for unit collective training proficiency. Individual tasks enable Soldiers to master the necessary fundamental skills to fight and win.
- Collective Training: Tasks require organized team or unit performance, leading to the accomplishment of a mission or function. Collective training is the essence of teamwork; it develops the mutual trust essential to developing effective, cohesive teams.

Leaders Roles in Training

Leaders must--

- Be present and actively engaged in training.
- Demonstrate tactical and technical proficiency.
- Ensure training is conducted to standard as prescribed by Army doctrine using standards published in Army T&EOs and applicable publications.
- Ensure training is led by trained and certified officers and NCOs.
- Protect training by eliminating distractors.
- Continuously assess risk and establish and implement risk mitigation and control measures..

Principles of Training

- Commanders are the primary trainers.
- NCOs train individuals, crews, and small teams; they provide input and advise commanders on all aspects of training.
- Train using multiechelon techniques.
- Train as a combined arms team.
- Train to standard using appropriate doctrine.
- Train as you fight.
- Sustain levels of training proficiency over time.
- Train to maintain.
- Fight to train.

Training Management Cycle

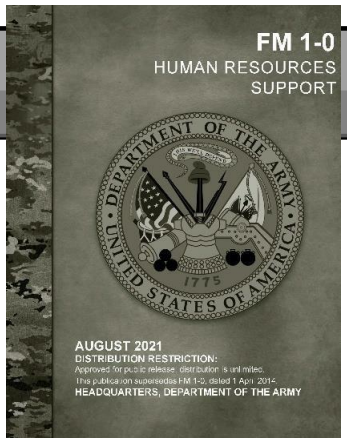
- Assess training proficiencies.
- Planning and preparation.
- Execution.
- Evaluation and assessment.

ADP 7-0 provides Army leaders with a common, practical framework to effectively train Soldiers and units to conduct multidomain operations. ADP 7-0 establishes the principles and concepts of training. Units train all the time—at home station, at combat training centers, and while deployed It introduces the Army's training processes and procedures.

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

.

FM 1-0
HUMAN RESOURCES SUPPORT



Human Resources (HR) Core Competencies

Man the Force – Ensures units are properly manned with an uninterrupted flow of Soldiers to assure the fulfillment of missions as a strategic element of national policy:

- Personnel readiness management
- Accounting and strength reporting
- Replacement operations
- Support to casualty operations
- Personnel information management

Provide HR Services – Functions that directly impact a Soldier's status, assignment, qualifications, financial status, career progression, morale and cohesion, and quality of life, in addition to providing recreational, social, other support services for Soldiers, DOD and DA Civilians, and other personnel who deploy with the force:

- Essential personnel services
- Postal operations
- Army band operations
- Morale, welfare and recreation operations

Coordinate Personnel Support – Those personnel support functions for command interest programs and retention operations that require coordination and generally fall under the responsibility of G-1/AGs and S-1s:

- Command interest programs
- Retention operations

Conduct HR Planning and Operations – Planning considerations to provide HR support provided during each Army strategic role (shape the operational environment, prevent conflict, prevail in large-scale combat operations [defensive/offensive], and consolidate gains):

- HR planning and operations
- HR support to large-scale combat operations

Human Resources Enduring Principles

Integration – Combines all sustainment elements within operations and requires deliberate coordination and synchronization of sustainment with operations across all warfighting functions.

Anticipation – Relies on professional augmented with experience, training, education, intelligence, and intuition; focuses on the ability to forecast operational requirements.

Responsiveness – Providing the right support to the right place at the right time.

Simplicity – Enables economy of and efficiency in the use of available resources.

Economy – Provides HR support in an efficient manner that enables the commander to employ all assets to the greatest effect possible.

Survivability – Ensures HR support (tasks, functions, systems and organizations) are adaptable and can endure in any type of operational environment.

Synchronization – Ensure HR support operations effectively align with military actions, ensuring the HR operational process is planned, executed, and assessed.

Timeliness – Ensures decision makers have access to relevant HR information and analysis across all echelons of HR support, supporting current and future operations in a near real-time common operational picture.

Accuracy – Data input at the lowest level has a direct impact on decisions made at the highest level, as well as impacts on Soldiers and their Families. Accurate information impacts their career, retention, compensation, promotions, general well-being for family members, and is absolutely critical for casualty processing.

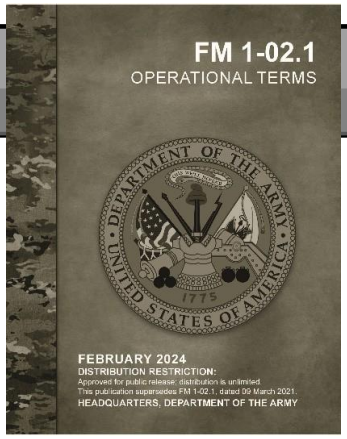
Focus of Human Resources Support

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

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

The objective of HR support is to maximize operational effectiveness of the total force by anticipating, manning, and sustaining military operations. Meeting the goal of providing efficient and effective HR support relies on multifunctional HR leaders who focus their knowledge and skills in support of the Army's most important asset—its people.

FM 1-02.1
OPERATIONAL TERMS



This second edition of FM 1-02.1 compiles all Army terms and definitions approved for use in Army doctrinal publications, including ADPs, FMs, and ATPs. It also includes joint and North Atlantic Treaty Organization (NATO) terms used and listed in the glossaries of Army doctrinal publications as of February 2024. FM 1-02.1 also lists shortened forms (whether considered acronyms or abbreviations) approved for use in Army doctrinal publications.

Chapter 1 presents defined terms.

Chapter 2 presents acronyms, abbreviations, and country codes.

Defined Terms

For each term and definition, a proponent publication is cited in parentheses after the definition.

Army only applicable doctrine definitions. The Army definition is preceded by "(Army)" if the term also has a joint definition that differs from the Army definition. If the term has no associated joint definition, the Army definition is not preceded by "(Army)." All Army-unique definitions are followed by the proponent Army publication in parentheses.

Joint (DOD) defined terms that appear in glossaries of Army doctrine publications. Each joint definition is preceded by "(DOD)." FM 1-02.1 has a cross-reference such as "See ADP X-YY" follows the definition, signifying the publication discussing Army usage of the term.

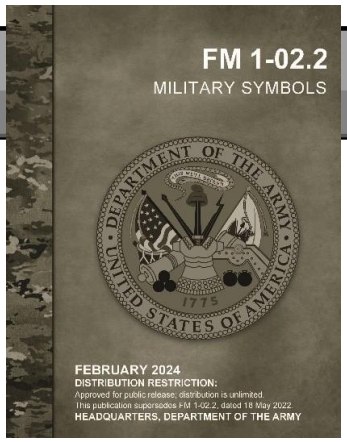
NATO defined terms that appear in glossaries of Army doctrine publications. Each NATO definition is preceded by "(NATO)." FM 1-02.1 has a cross-reference such as "Referenced in ADP X-YY" follows the definition, signifying the publication discussing Army usage of the term.

Acronyms, Abbreviations, and Country Codes

The acronym and abbreviation entries listed in section I of chapter 2 are Army and joint. Shortened forms applicable only to Army doctrine are shown in boldface to distinguish them Army from joint usage. Acronyms are added to FM 1-02.1 and the online "Army Dictionary" when a defined term has an associated acronym or if an acronym has doctrinal cross-branch or functional usage. The cross-branch usage criterion for considering an acronym for inclusion is that it must appear in two or more doctrinal publications that are not branch specific or related.

FM 1-02.1 contains approved Army doctrinal terminology for general use. The principal audience are all members of the profession of Arms. Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning the range of military operations and joint or multinational forces. Trainers and educators throughout the Army will also use this publication.

FM 1-02.2
MILITARY SYMBOLS



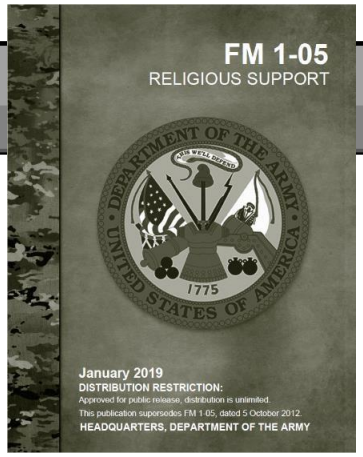
FM 1-02.2 compiles Department of Defense (DOD) Military Standard (MIL-STD) 2525D approved military symbols applicable to land operations for use in U.S. Army doctrinal publications and command and control systems. FM 1-02.2 is the proponent for all U.S. Army military symbols in use or that apply to doctrine that are not currently included in MIL-STD 2525D. MIL-STD 2525D establishes the single standard for developing and depicting hand-drawn and computer-generated military symbols for situation maps, overlays, and annotated aerial photographs for all types of military operations. When communicating instructions to subordinate units, commanders and staffs from company through corps echelons use this publication as the standard for properly constructing land operations associated military symbols.

FM 1-02.2 discusses and illustrates—

- Military symbol fundamentals.
- Icons for units, individuals, organizations, equipment, installations, and activities.
- Control measure symbols.
- Tactical mission tasks.
- Course of action sketch.

FM 1-02.2 uses approved Army military symbols for general use to depict land operations. The principal audience for FM 1-02.2 is all members of the profession of arms. Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning the range of military operations and joint or multinational forces. Trainers and educators throughout the Army will also use this publication.

FM 1-05
RELIGIOUS SUPPORT



Religious Support (RS) Foundations

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

Required Capabilities

Religious leader provides RS to the Army and joint forces to support the commander's responsibility to provide for free exercise of religion for all authorized personnel.

- Administration of religious rites, sacraments, and ordinances
- Worship leadership (such as preaching, liturgical worship, and memorials)
- Pastoral care and counseling
- Religious education
- Family-life ministry
- Spiritual fitness events

Professional military religious advisor provides religious, moral, and ethical leadership to the Army by advising the commander on—

- Accommodation of religious needs and practices for Service members, Families, and authorized civilians to support the free exercise of religion.
- Religious and ethical issues in the area of operations and the potential impact on mission accomplishment.
- The needs and concerns of Service members, Families, and authorized civilians, to include suicidal ideation, alcohol or drug abuse, or other at-risk behaviors that impact mission accomplishment.
- Marital and parenting stressors resulting from extended deployments

RS in Unified Land Operations

RS at Different Echelons

- Modular force considerations
- Army Service component command, corps, and division chaplain sections
- Brigade and battalion unit ministry teams
- Chaplain detachments: Four force-tailoring augmentation capabilities

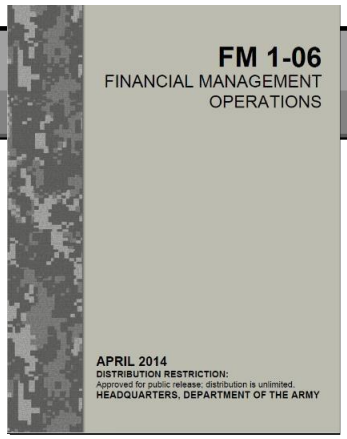
RS Integration into the Operations Process

- Planning RS: MDMP, SOPs, running estimates, religious support plans
- Preparing RS
- Executing RS
- Assessing RS

The principles of Army religious support doctrine presented in FM 1-05 enable chaplain sections and unit ministry teams to apply creative, flexible, and innovative approaches to specific missions and operational environments as it supports the Soldier and Family.

Chaplains are religious leaders and professional military religious advisors. They provide RS across austere and isolated locations accommodating Soldiers' right to free exercise of religion; they advise the commander and staff on religion, ethics, morals, and morale, and their impact on military operations.

FM 1-06
FINANCIAL MANAGEMENT OPERATIONS



Core Competencies of Financial Management

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

Principles of Financial Management (FM)

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

Financial Management Mission

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

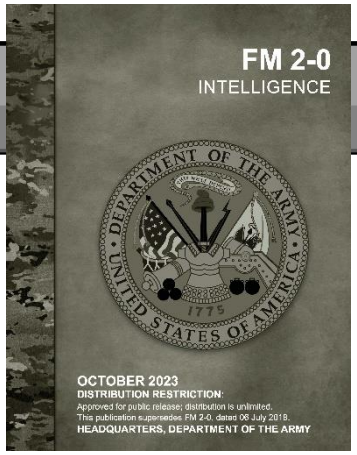
Financial Management Key Tasks

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

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

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

FM 2-0
INTELLIGENCE



FM 2-0 addresses the fundamentals and tactics associated with intelligence across the Army strategic contexts, within multidomain operations—the Army's operational concept. FM 2-0 also describes the commander and staff's roles in intelligence, intelligence staff activities, and how military intelligence units conduct military intelligence operations as part of information collection. FM 2-0 also describes the intelligence warfighting function tasks (IWFTs), doctrine on force projection, and language support.

Fundamentals

The purpose of intelligence is to provide commanders and staffs with timely, accurate, relevant, predictive, and tailored intelligence about the threat and aspects of the operational environment (OE), and to support the conduct of operations. Intelligence professionals consistently strive to provide intelligence that facilitates the commander and staff's situational understanding while focusing on the following intelligence doctrinal points of emphasis:

- IWFTs.
- The intelligence process.
- Intelligence capabilities.
- Fighting for intelligence.
- Understanding an OE.
- Multidomain operations — the Army's operational concept.
- Operational approach and operational framework.
- Integrating intelligence into operations.
- Fighting for intelligence within and across the Army strategic contexts (competition below armed conflict, crisis, and armed conflict).

Major Intelligence Activities

Intelligence Staff Support: Staffs support commanders in making and implementing decisions and integrating and synchronizing combat power. Effective intelligence support is multifaceted, and the intelligence staff is ultimately responsible for providing intelligence support to the commander and staff.

Intelligence Operations: Intelligence operations are driven by the need to answer questions and fill requirements crucial to the conduct of the supported force's overall operation. Through intelligence operations, military intelligence collection personnel and systems collect information about capabilities, activities, disposition, and all other threat characteristics within the OE.

Fighting for Intelligence

Intelligence At and Across Echelons: The Army portion of the intelligence enterprise, supported by an overarching Army intelligence architecture, facilitates intelligence support at and across echelons as well as the synchronization of certain aspects of intelligence across echelons.

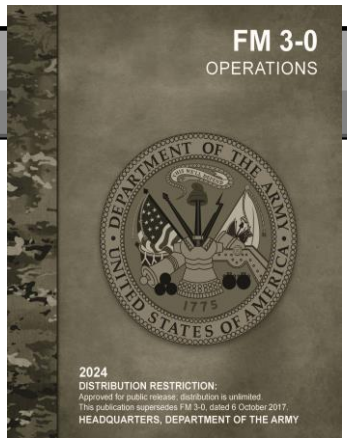
Fighting for Intelligence During Large-Scale Combat Operations: The commander and staff must understand the doctrinal fundamentals of fighting for intelligence and maintain proficiency in integrating the intelligence warfighting function. Operational success requires a successful intelligence effort.

FM 2-0 focuses on the role of intelligence during operations by Army forces and is closely nested with the operational doctrine in FM 3-0.

Intelligence must encompass the entirety of the OE. Intelligence professionals must understand the five domains and the three dimensions to be effective. This understanding is critical in enabling a commander's decision-making during competition, crisis, and armed conflict.

The commander drives the intelligence warfighting function. The commander and staff continuously employ and sustain intelligence capabilities to accomplish the mission.

FM 3-0
OPERATIONS



Foundations of Operations
- Army Operations
- Multidomain Operations
- Challenges for Army Forces
- Lethality: Overcoming Challenges
- War and Warfare
- Understanding an Operational Environment

Generating and Applying Combat Power
- Warfighting Functions
- Combat Power
- Unified Action and Army Forces

Fundamentals of Operations
- Multidomain Operations: The Army's Operational Concept
- Tenets and Imperatives
- Operational Approach and Operational Framework

Operations During Competition Below Armed Conflict
- Adversary Methods During Competition
- Preparation for Large-scale Combat Operations
- Relative Advantages During Competition
- Interagency Cooperation
- Competition Activities
- Roles of Army Echelons During Competition
- Consolidating Gains During Competition
- Transition to Crisis And Armed Conflict

Operations During Crisis
- Adversary Methods During Crisis
- Operations Security
- Relative Advantages
- Army Support to The Joint Force During Crisis
- Force Projection
- Army Echelons During Crisis
- Army Special Operations Forces During Crisis
- Consolidating Gains
- Transition to Competition or Armed Conflict
- Transition Back to Competition

Operations During Armed Conflict
- Armed Conflict and Large-scale Operations
- Defensive Operations
- Offensive Operations

Army Operations in Maritime Environments
- Overview of The Maritime Environment
- Maritime Environment Planning and Operational Framework
- Operational Considerations for a Maritime Environment

Leadership During Operations
- The Art of Command and The Commander
- Applying The Art of Command
- Driving The Operations Process
- Adapting Formations for Missions and Transitions

The Principles of War and Joint Operations
- Objective
- Offensive
- Mass
- Economy of Force
- Maneuver
- Unity of Command
- Security
- Surprise
- Simplicity
- Restraint
- Perseverance
- Legitimacy

Command and Support Relationships
- Joint Command
- Army Command and Support Relationships
- Multinational Command and Coordination Relationships

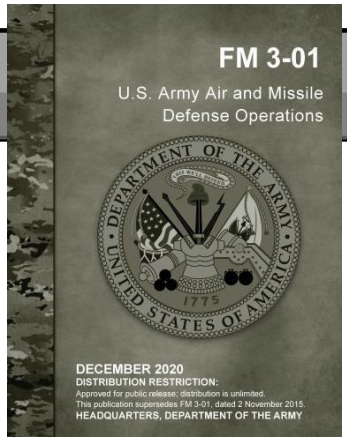
Contested Deployments
- Force Projection and Threat Capabilities
- Fort to Port
- Port to Port
- Reception, Staging, Onward Movement, and Integration During Contested Deployments
- Homeland Defense and Support to Civil Authorities
- Training and Preparation Considerations

FM 3-0 expands on the Army's capstone doctrine for multidomain operations described in ADP 3-0. It describes how Army forces contribute land power to the joint force and integrate joint capabilities into operations on land to achieve military objectives and fulfill policy aims. FM 3-0 focuses on large-scale combat operations and their relationship to the full range of military operations that support joint campaigning.

This version of FM 3-0 is an update to the edition published in October 2022. The manual retains the focus on large-scale combat operations and reinforces the point: all operations are multidomain operations

FM 3-01

U.S. ARMY AIR AND MISSILE DEFENSE OPERATIONS



Air and missile defense is the direct defensive actions to destroy, nullify, or reduce the effectiveness of hostile air and ballistic missile threats against friendly forces and assets. AMD is a key element of the defensive counterair construct for defeating air and missile threats. In today's operational environment, ADA units must adapt and prepare for large-scale combat operations in a highly contested air domain. This manual provides a doctrinal approach for ADA forces to fight future conflicts, explaining how the ADA echelons contribute to the four Army strategic roles.

This manual is organized and presents the roles, functions, and foundational principles and employment tenets of ADA echelons, from the Army Air and Missile Defense Command to the air defense airspace management cell.

Army Air and Missile Defense

- Overview
- ADA Role and Capabilities
- AMD Foundational Principles and Tenets
- AMD Principles
- AMD Employment Tenets
- ADA Operations
- ADA in Support of Unified Action
- ADA in Support of Unified Land Operations
- Training

Air and Missile Defense Operations Process

- AMD Operations Framework
- Force Operations
- Engagement Operations

Threat

- Operational Environment
- Threat Tactics and Objectives
- Theater Air and Missile Threats
- Ballistic Missiles
- Large-Caliber Rockets
- Aerodynamic Missiles
- Hypersonic Weapons
- Unmanned Aircraft Systems
- Manned Rotary-Wing Aircraft
- Manned Fixed-Wing Aircraft
- Rockets, Artillery, and Mortars
- Electronic Warfare and Cyber
- Strategic Missile Threats that May Impact the Theater
- Summary

Command and Control of ADA Forces

- Mission Command
- Command of ADA Forces
- Command Relationships
- Elements of Command
- Control and Coordination of ADA Forces
- Elements of Control
- Coordination
- Authorities: Command and Control
- Inherently Joint and Interdependent
- Require an Integrated and Networked Command and Control System
- Command of ADA Forces is Exercised by Army Commanders
- Control of Army AMD Fires is Exercised in Accordance with JFC Directives and Delegated Authorities
- Positive and Procedural Measures of Control

Army Air and Missile Defense Command

- Roles and Capabilities
- AAMDC Composition
- Command and Control
- Force Operations
- Engagement Operations
- Sustainment Operations

ADA Brigade

- Roles and Responsibilities
- Brigade Composition
- Command and Control
- Force Operations
- Engagement Operations
- Sustainment Operations

ADA Battalion

- Roles and Responsibilities
- Support to Joint Air and Missile Defense
- Support to Unified Land Operations
- ADA Task Force Composition
- Command and Control
- Force Operations
- Engagement Operations
- Sustainment Operations

ADA Battery

- Roles and Capabilities
- Support to Joint Air and Missile Defense
- Support to Unified Land Operations
- Battery Composition
- Command and Control
- Force Operations
- Engagement Operations
- Sustainment Operations

ADA Platoon

- Roles and Capabilities
- Support to Joint Air and Missile Defense
- Support to Unified Land Operations
- Platoon Composition
- Command and Control
- Force Operations
- Engagement Operations
- Sustainment Operations

ADAM Cell

- Roles and Capabilities
- Support to Joint Air and Missile Defense
- Support to Unified Land Operations
- ADAM Cell Composition
- Command and Control
- Force Operations
- Defense Planning and Employment Considerations
- Airspace Coordination and Management
- Engagement Operations
- Sustainment Operations

Combined Arms for Air Defense

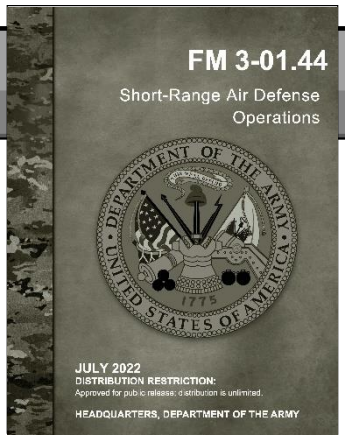
- General
- Command and Control
- Planning and Employment Considerations
- Engagement Considerations

Combined Arms for Air Defense

- Major Networks
- AMD Supporting Networks
- Link 16
- LANDWARNET
- Communications and Data Architecture Connectivities
- Engagement Operations Connectivity

FM 3-01 is the Army-specific air and missile defense (AMD) publication outlining doctrinal AMD principles and guidelines. It describes how air defense artillery (ADA), the Army's dedicated component for AMD, and its organizations prepare for and conduct operations. It presents the AMD roles in support of joint unified action operations and Army unified land operations, addressing offensive and defensive, stability, and defense support of civil authorities tasks. The strategic, operational, and tactical levels of war are discussed, and AMD operations are defined in terms of their contributions to Army operations, as expressed in FM 3-0, the Army operational concept of unified land operations, and the joint counterair mission as presented in JP 3-01. FM 3-01 provides doctrinal guidance for commanders, staffs, leaders, and trainers at all levels in the operational and institutional forces, and is the basis for curricula development in the U.S. Army Air Defense Artillery School.

FM 3-01.44
SHORT-RANGE AIR DEFENSE OPERATIONS



Air And Missile Defense
- Air and Missile Defense Overview
- Air and Missile Defense Principles
- Air and Missile Defense Employment Tenets
- Command and Control of Air and Missile Defense Forces
- Positive and Procedural Methods of Airspace Control.

Short-range Air Defense Fundamentals
- Role of Short-Range Air Defense
- Short-Range Air Defense Battalion Organizations
- Short-Range Air Defense in Support of Army Operations.
- Short-Range Air Defense in the Division
- Short-Range Air Defense in Support of the Brigade Combat Team
- Short-Range Air Defense Command and Control
- Short-Range Air Defense Planning, Preparing and Execution

Threats To Be Countered By Short-range Air Defense
- Threat Overview
- Threat Set
- Threat Application

Planning For Short-range Air Defense Operations
- Air and Missile Defense Planning
- Command and Support Relationships
- Short-Range Air Defense Battalion Planning
- Short-Range Air Defense Battery Planning

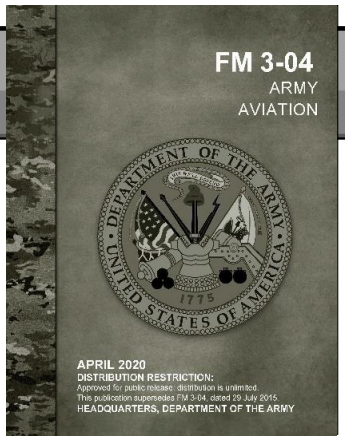
Preparing For Short-range Air Defense Operations
- Introduction
- Coordination
- Reconnaissance
- Defense Design
- Rehearsals
- Training\
- Orders and Appendices

Executing Short-range Air Defense Operations
- Decisive Action and General Short-Range Air Defense Considerations
- Offensive Operations
- Defensive Operations

Field manual 3-01.44 provides guidance for short-range air defense (SHORAD). The manual describes how SHORAD is planned, coordinated, integrated, synchronized, and executed. It is not intended to provide prescriptive solutions for air defense.

The manual provides general guidance and allows commanders the versatility to employ SHORAD forces as they deem necessary. Emerging SHORAD systems will be included as they begin to be fielded in the future.

FM 3-04
ARMY AVIATION



Army Aviation's Role in Unified Land Operations

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

Large-Scale Combat Operations – Challenges

- Worldwide challenges.
- Full range of threats.
- Every domain (air, land, maritime, space, and cyberspace) may be contested.
- Anti-access and area denial.

Core Competencies of Army Aviation

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

Air-Ground Operations

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

Manned-Unmanned Teaming (MUM-T)

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

Aviation Attacks

- Against enemy forces in close friendly contact.
  - Hasty or deliberate.
- Against enemy forces out of friendly contact.
  - Hasty or deliberate
  - Dependent on depth of planning, prior coordination, and synchronization

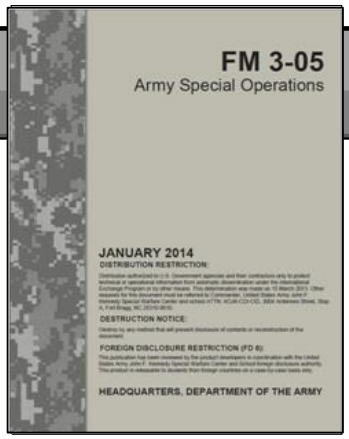
Attack Battalions and Air Cavalry Squadrons

- Attack reconnaissance battalions changed to attack battalions.
- Attack reconnaissance squadrons changed to air cavalry squadrons.

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

Army aviation, as part of the combined arms team, shapes operational environments, prevents conflict, conducts large-scale combat, and consolidates gains.

FM 3-05
ARMY SPECIAL OPERATIONS



Overview

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

Core Activities

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

Forces

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

Special Forces

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

Rangers

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

Special Operations Aviation

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

Sustainment

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

Communications System

- Special operations communications
- Special operations communications support

Intelligence

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

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

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

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

FM 3-07
STABILITY

Stability Tasks in Military Operations

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

Considerations for Transitions

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

Considerations to Achieve Unity of Effort

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

Stability Assessment Frameworks

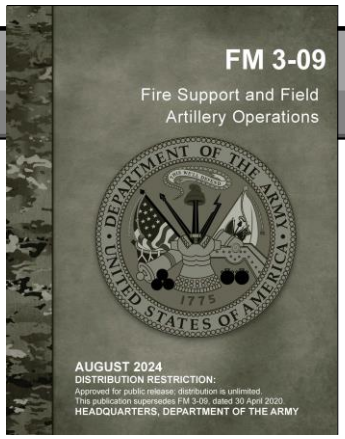
- District Stability Framework
  - Situational awareness
  - Analysis
  - Design
  - Monitoring and evaluation
- Interagency Conflict Assessment Framework
  - Evaluate the context of the conflict
  - Understand core grievances and sources of social and institutional resilience
  - Identify drivers of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

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

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

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

FM 3-09
FIRE SUPPORT AND FIELD ARTILLERY OPERATIONS



This version of FM 3-09 codifies the multidomain approach to fire support and field artillery operations in terms of the combined arms employment of capabilities from multiple domains. A domain is a physically defined portion of an operational environment requiring a unique set of warfighting capabilities and skills (FM 3-0). The aim of this publication is to establish the functions and principles of fire support planning, coordination, execution, and assessment and to describe the fire support system in terms of its major components, functions, and required products.

This publication describes the fire support system as a complete entity and gives equal treatment to all the diverse assets and capabilities that are designated as elements of the fire support system. The theme of this publication is that the successful delivery of fires depends on the rapid and continuous integration and synchronization of all forms of fire support assets with all dynamics of combat power, and across all domains for one purpose. This is to place the correct types and volume of fire at the right time and on the right targets, across all domains to ensure the success of the supported commander's concept of operations.

FM 3-09 is the Army's field manual for fire support and field artillery operations. It provides principles and functions for fire support elements and field artillery units conducting operations in a multidomain environment. It establishes the basis for understanding fire support and field artillery as critical components of the fires warfighting function tasks. FM 3-09 establishes the core competencies, functions, characteristics, and principles of fire support and field artillery.

Foundations of Fire Support and The Role of The Field Artillery

- Fire Support and the Threat
- Fire Support in Joint and Multidomain Operations
- Operational Approach and Operational Framework
- The Field Artillery's Role and Core Competencies
- The Fire Support System
- Fire Support Functions
- Characteristics of Fire Support
- Principles of Fire Support Planning, Coordination, and Execution
- Fire Support and Field Artillery Training Considerations

The Fire Support System

- Fire Support System: Command and Control
- Fire Support System – Target Acquisition
- Attack and Delivery Capabilities

Fire Support and The Operations Process

- Fire Support Functions
- Processes and Procedures
- Fire Support Preparation
- Fire Support Execution
- Fire Support Assessment

Field Artillery Operations

- The Role of the Field Artillery
- Field Artillery Organizations at Echelons Above Brigade
- Field Artillery Capabilities in Depth
- Field Artillery Organization for Combat
- Key Considerations for Field Artillery Employment
- Fire Direction

Fire Support During Competition and Crisis

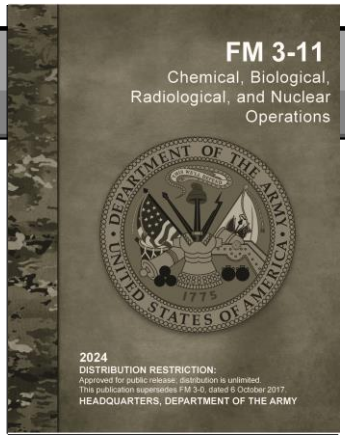
- Fire Support During Competition
- Fire Support During Crisis

Fire Support in Depth During Large-Scale Combat Operations

- Prevail in Large-Scale Combat Operations
- Fire Support in Deep Operations
- The Defense
- The Offense
- Enabling, Stability and Reconstitution Operations

FM 3-11

Chemical, Biological, Radiological, and Nuclear Operations



CBRN Operations Overview

- Overview
- Core Functions
- Army Strategic Roles
- CBRN Capabilities Across the Range of Military Operations
- Operational Environment

Support Army Operations

- Army Operations
- CBRN Support to Competition Below Armed Conflict
- CBRN Support to Crisis
- CBRN Support to Armed Conflict and Large-Scale Combat Operations
- Other Considerations
- CBRM Support to Joint Interagency and Multinational Operations

CBRN Organizations, Capabilities, and Training

- CBRNE Command
- CBRN Brigade
- CBRN Battalion
- CBRN Company
- CBRN Staff
- Organic CBRN Teams and Platoons
- Other Organizations
- The Operational Training Domain
- Training Ideology

CBRN Support to Warfighting Functions

Domestic and International CBRN Response

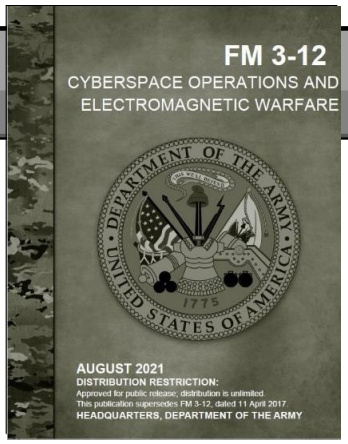
CBRN Staff

Training

FM 3-11 provides commanders and staffs with overarching doctrine for operations which require employment of capabilities that assess, protect, and mitigate the range of CBRN threats and hazards—including support to countering weapons of mass destruction (CWMD) activities. It addresses principles, fundamentals, planning, operational considerations, and training and support functions. It provides a common framework and language for CBRN operations and constitutes the doctrinal foundation for developing tactics, techniques, and procedures detailed in subordinate doctrine manuals. This manual is a key integrating publication that links the doctrine for the CBRN units and staffs with Army operational doctrine and joint doctrine.

FM 3-12

CYBERSPACE OPERATIONS AND ELECTROMAGNETIC WARFARE



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

Definition of *electromagnetic warfare*—Military action involving the use of electromagnetic and directed energy to control the electromagnetic spectrum or to attack the enemy. **Also called EW**. (JP 3-85).

Operational Environment Overview

- Cyberspace and the Electromagnetic Spectrum
- Core Competencies and Fundamental Principles
- Operational Environment
  - Cyberspace Domain
  - Electromagnetic Spectrum
  - Trends and Characteristics
  - Conflict and Competition
- Contributions to the Warfighting Functions
  - Command and Control
  - Movement and Maneuver
  - Intelligence
  - Fires
  - Sustainment
  - Protection

Cyberspace Operations and Electromagnetic Warfare Fundamentals

- Cyberspace Operations
  - Joint and Army
  - DODIN Operations
  - Defensive Cyberspace Operations
  - Cyberspace Actions
- Electromagnetic Warfare
  - Electromagnetic Attack
  - Electromagnetic Protection
  - Electromagnetic Support
  - Electromagnetic Warfare Reprogramming
- Interrelationship with Other Operations
  - Intelligence Operations
  - Space Operations
  - Information Operations

Army Organizations and Command and Control

- Cyberspace Operations Organizational Structure
  - U.S. Army Cyber Command
  - Army Information Warfare Operations Center
- Electromagnetic Warfare Organizations
  - Electromagnetic Warfare Platoon (BCT)
  - Intelligence, Information, Cyber, Electromagnetic Warfare, and Space Detachment
- Cyberspace Electromagnetic Activities at Corps and Below
  - Commander's Role
  - Cyberspace Electromagnetic Activities Section
  - Cyberspace Electromagnetic Activities Working Group
  - Staff and Support at Corps and Below

Integration through the Operations Process

- The Operations Process
  - Planning
  - Preparation
  - Execution
  - Assessment
- Integrating Processes
  - Intelligence Preparation of the Battlefield
  - Information Collection
  - Targeting
  - Risk Management
  - Knowledge Management

FM 3-12 provides overarching guidance to commanders and staffs at all echelons for the conduct of Army cyberspace and electromagnetic warfare operations.

This publication provides tactics and procedures to coordinate and integrate cyberspace and electromagnetic warfare in support of large-scale combat operations.

It explains Army cyberspace and electromagnetic warfare operations core competencies, fundamental principles, terms, and definitions.

FM 3-13
INFORMATION OPERATIONS

Information Operations Overview

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

Information Operations and Decisive Action

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

Roles, Responsibilities, Relationships, and Organizations

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

Planning

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

Preparation

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

Execution

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

Targeting Integration

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

Assessment

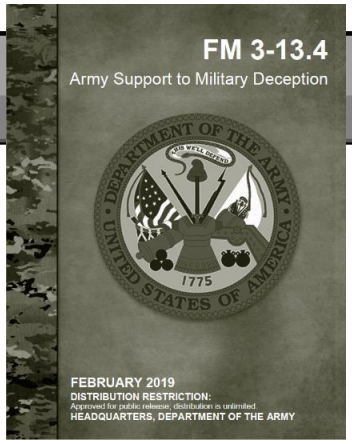
- Assessment prioritization
- Assessment rationale
- Principles that enhance the effectiveness of information operations assessment
- Information operations assessment considerations

Brigade and Below Information Operations

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

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

FM 3-13.4
ARMY SUPPORT TO MILITARY DECEPTION



Fundamentals

- Overview of Army military deception planning
- Functions of military deception categories of deception
- Key terms of military deception
- Principles of deception
- Types of military deception
- Tactics
- Techniques
- Deception maxims
- Deception means
- Information quality
- Roles and responsibilities

Planning

- Preplanning
- The Army tactical deception planning process
- Deception plan approval
- Intelligence support to deception planning
- Legal considerations
- Operations security and deception
- Military deception as an information-related capability
- Integration with other information-related capabilities
- Coordination requirements
- Risk assessment

Preparation and Execution

- Preparation
- Execution
- Managing the execution of the deception plan
- Terminating military deception operations

Assessment

- Assessment responsibilities
- Assessment plan
- Measures of effectiveness and measures of performance development

Counter-Deception, Input to Plans and Orders

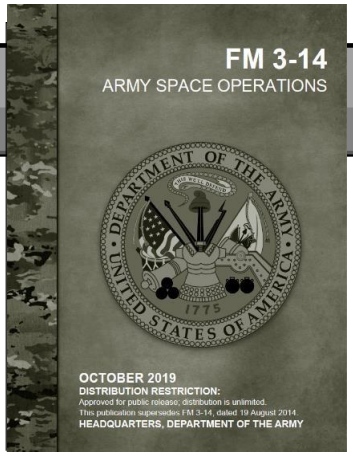
Deception Evaluation Checklist

FM 3-13.4 provides techniques to assist planners in planning, coordinating, executing, synchronizing, and assessing military deception (MILDEC).

The means and techniques may evolve while the principles and fundamentals of deception planning remain constant.

This publication is for Army commanders, staffs, and all leaders. Army trainers and educators use this publication as a guide for teaching MILDEC.

FM 3-14
ARMY SPACE OPERATIONS



Unified land operations and space capabilities are indivisible. A typical Army Brigade Combat Team has over 2,500 positioning, navigation, and timing (PNT)-enabled devices and over 250 satellite communications (SATCOM)-enabled devices used to conduct precision fires, movement, maneuver, communications, protection, command and control, and other mission requirements. The Army depends on space capabilities and space-enabled connectivity to enable and enhance land warfare. Soldiers conducting space operations and space-enabled operations come from space operations, signal, cyber, electronic warfare, intelligence, and other military operations specialties.

Army space operations evolve around the ten joint space capabilities—

- Space Situational Awareness—involves characterizing space capabilities
- Space Control—actions to supports freedom of actions in space—consist of Defensive (DSC), Offensive (OSC), and Navigation warfare (NAVWAR)
- Space-based Intelligence, surveillance, and reconnaissance
- PNT
- SATCOM
- Satellite operations
- Missile Warning
- Environmental monitoring
- Nuclear detonation detection
- Spacelift

Army space-enabled operations are combined, derived, or second order tasks and actions enabled by space capabilities. These include joint friendly force tracking (FFT), network transport of Department of Defense information network, commercial imagery, National Reconnaissance Office overhead systems, Army tactical exploitation of national capabilities (TENCAP) program, National-to-Theater program interfaces, geospatial intelligence, integrated broadcast service, and common interactive broadcast.

EMS-dependent operations are characterized by their persistent nature. Space capabilities must always be available for U.S. forces even as they are being challenged by an enemy or adversary—they never redeploy or reset. In space operations, the joint phases of battle are compressed, overlap, often indistinguishable from each other, and rarely aligned with the stated phase of a battle.

Denied, degraded, and disrupted space operational environment (D3SOE) is a composite of those conditions and influences in which space-enabled capabilities have been impaired by hostile threats or non-hostile means. D3SOE is the Army space operations portion of the larger contested electromagnetic environment. D3SOE is the result of a threat actor implementing A2 and AD strategies against U.S. forces. Army space operations must stay agile in response to threat actor efforts to place U.S. forces into a D3SOE. Maneuver in the space domain puts U.S. forces in a position of relative advantage over the enemy and helps counter the effects of a D3SOE. While the Army is capable of completing its assigned mission in a D3SOE, it is more agile and efficient when using space capabilities to their fullest ability.

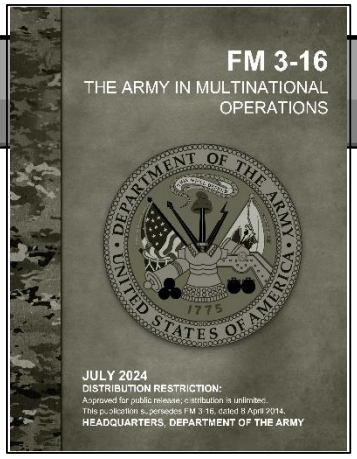
Planning space operations requires coordination with all staff agencies and integrating space capabilities into all planning activities and processes. A space planner is the subject matter expert on space capabilities who ensures all COA's have integrated space capabilities and effects to the fullest extent. Possible impacts to mission should be taken into account during all phases of planning cycles. Space planners develop Appendix 18–Space Operations to Annex C of the base order.

- An Army Space Support Element (SSE) primary mission is planning and they are part of the staff of every Army, Corps, and Division headquarters.
- Army Space Support Teams (ARSST) are space capabilities experts who deploy to provide support to SSEs, brigades, and Marine Expeditionary Forces.

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

Space operations are inherently joint and Army space forces operate in joint, Inter-organizational, and multinational environments. Army space operations Army and provide joint forces with global combat advantage using highly technical capabilities to create multiple dilemmas for threat actors on the battlefield. Space capabilities enable the Army to navigate, communicate, target the enemy, and protect the forces.

FM 3-16
THE ARMY IN MULTINATIONAL OPERATIONS



Fundamentals of Multinational Operations
- Multinational Fundamentals
- The Formation of Multinational Forces
- The Nature of Multinational Operations
- The Importance of Mutual Confidence
- Multinational Interoperability

Command and Control During Multinational Operations
- Multinational Force Commander
- Mission Command during Multinational Operations
- Mission Partner Environment
- Integrated Interoperability Purpose
- Structures for Multinational Operations
- Purpose of Command Relationships
- Purpose of Other Command Relationships
- Purpose of Multinational Force Staffing
- Communications
- Purpose of Knowing Each Nation's Capabilities

Planning Challenges for Multinational Operations
- Campaign Preparation
- Force Projection for Multinational Forces
- Mission Focus for the Commander
- Planning Groups for Multinational Forces
- Mission Partner Environment Planning Considerations

Intelligence During Multinational Operations
- Multinational Intelligence
- Multinational Information Sharing
- Planning for Multinational Forces Operations
- Multinational Force Communications and Processing
- Intelligence Operations
- Complementary Intelligence Capabilities
- Multinational Information Sharing Tasks

Sustainment During Multinational Operations
- Multinational Sustainment Overview
- Unity of Effort Among Nations and Agencies
- Responsibility for Logistics
- Planning for Logistics
- Acquisition and Cross-Service Agreements
- Host-Nation Support
- Operational Contract Support Considerations
- United Nations Logistics System
- Multinational Reception, Staging, Onward Movement, and Integration

Medical Support During Multinational Operations
- Multinational Considerations for Medical Support
- Army Health System Support to Multinational Operations
- Army Health System Functions
- Medical Planning
- Health Threat Assessment
- Medical Support Policies and Issues
- Medical Countermeasures
- Standards of Care

Special Operations During Multinational Operations
- Multinational Considerations for Special Operations
- Principles of Special Operations
- Coordination Criteria
- Command and Control for Special Operations Forces During Multinational Operations

Civil Military Integration During Multinational Operations
- Civil Military Integration
- Civil-Military Operations and Interorganizational Cooperation
- Key Civilian Organizations
- Relationships Among Civil Organizations, Governments, and the Military

Maritime Considerations During Multinational Operations
- Characteristics of the Maritime Environment
- Characteristics of Multinational Maritime Forces
- Operational Planning Considerations
- Operational Approach for a Maritime Environment

Air Considerations During Multinational Operations
- Characteristics of the Air Environment
- Multinational Air Operations
- Air and Missile Defense
- Airfield Operations

Space Considerations During Multinational Operations
- Characteristics of the Space Domain
- Space Operations in Multinational Operations
- Space Planning Considerations
- Command Structure for Space Operations in Multinational Operations

Cyberspace Considerations During Multinational Operations
- Influences of Cyberspace Operations on Multinational Operations
- Cyber Support to the Multinational Task Force
- Centralized Versus Decentralized Operations
- Communication System Principles

FM 3-16 provides fundamental principles and guidance for Army forces that operate as part of a multinational force. It incorporations key aspects of JP 3-16 to ensure consideration by Army elements of a joint force and addresses Army forces' roles and functions in multinational operations. While the North Atlantic Treaty Organization (NATO) and the American, British, Canadian, Australian, and New Zealand (ABCANZ) Armies Program achieved levels of standardization in certain areas, no comprehensive common doctrine exists among the armies. This publication helps the multinational commander to understand the common doctrine for multinational forces and assists in understanding and developing solutions.

The data contained on this page is approved for public release.

FM 3-18
SPECIAL FORCES OPERATIONS

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

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

The Role of Special Forces

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

Special Forces Principal Tasks

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

Special Forces Operational Mission Criteria

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

Organization

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

Employment

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

Planning Considerations

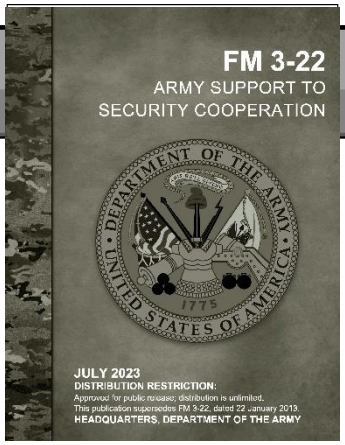
- For the conduct of unconventional warfare
- For the conduct of foreign internal defense

Sustainment

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

The data contained on this page is approved for public release.

FM 3-22
ARMY SUPPORT TO SECURITY COOPERATION



In an era of strategic competition there are times where security cooperation (SC) may become the primary effort by strategic necessity—both to deter our adversaries prior to conflict, and to strengthen our allies and partners before and during large-scale combat operations. Security cooperation is now more important than ever.

Competitors at every level are leveraging trends in science, technology, and the information environment to challenge the United States and its allies and partners across the globe. The Army is adapting the way it organizes, trains, educates, and equips itself to fight these future threats structured around the multidomain operations concept, but the U.S. Army cannot do this without the assistance of allies and partners.

Strategic Context
- Security Cooperation Defined
- The Purpose of Security Cooperation
- Shaping the Security Environment
- Security Cooperation Activities and Programs
- Army Roles in Security Cooperation
- Security Cooperation Planning
- Key Organizations Involved in Security Cooperation
- Operational and Strategic Risk Mitigation

Security Force Assistance
- SFA Support to Security Cooperation
- Functional Considerations for Achieving SFA Goals and Objectives
- Building Partner Capability and Capacity
- Enabling and Enhancing Interoperability
- Access
- Presence
- Influence
- FSF Functions and Process Structure
- SFA and the Executive Function
- SFA and the Generating Function
- SFA and the Operating Function
- SFA Assessment Activities
- SFA Developmental Activities
- SFA Conflict Integration Activities
- SFA Planning Considerations
- SFA Forces and Advising Considerations

Security Cooperation In The Competition Continuum

- The Competition Continuum
- Security Cooperation In Competition Below Armed Conflict Overview
- Transition to Crisis or Armed Conflict
- Security Cooperation in Crisis Overview
- Activities at Echelon during Crisis
- Transition to Competition or Armed Conflict
- Security Cooperation In Armed Conflict Overview
- Training and Equipping during LSCO
- Transition back to Competition and Post-Conflict Stabilization
- Security Cooperation Support to Post-Conflict Stabilization

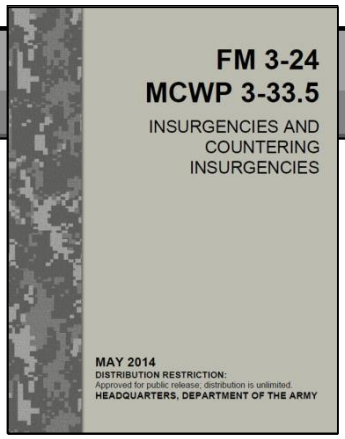
Legal Considerations

- General Legal Foundation for Military Actions
- Legal Authority for Security Cooperation
- Key Security Cooperation Funding Programs and Authorities
- Special Foreign Assistance Authorities

FM 3-22 provides doctrine for how the Army supports security cooperation (SC) to include security assistance and security force assistance and military engagement.

Army forces support SC in many ways, but primarily through security force assistance. This manual will address security force assistance in detail while also covering the other ways that the Army supports SC

FM 3-24
INSURGENCIES AND COUNTERING INSURGENCIES



Strategic and Operational Context

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

Insurgencies

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

Counterinsurgencies

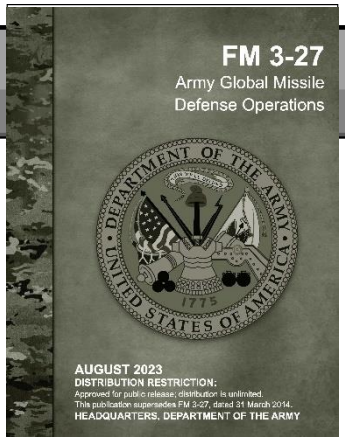
- Mission command and command and control
- Planning
- Intelligence
- Direct approaches
- Indirect methods
- Working with host-nation forces
- Assessments
- Legal considerations

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

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

FM 3-27

ARMY GLOBAL BALLISTIC MISSILE DEFENSE OPERATIONS



This version of FM 3-27 reaffirms global MD operations as paramount to the security of the U.S. and its allies. The term global MD, as used throughout this document, implies defense against ballistic missile only; though future revisions may include other emerging technologies. FM 3-27 is the principle publication for describing the Army's role and mission in global MD of the U.S. homeland, deployed forces, friends, and allies from ballistic missile attack. In the changing geopolitical environment, a number of countries overtly hostile to the U.S. have acquired ballistic missile system capabilities. The proliferation of missile technology has made the fielding of global MD a critical aspect to U.S. national security. Global MD must be capable of engaging all classes of ballistic missile threats and is a key component in the Army's defense of the nation.

Global Missile Defense Overview

- What Is Global Missile Defense?
- Why Missile Defense Is Necessary
- Missile Defense Mission Sets
- Ballistic Missile Basics
- Integrated Air and Missile Defense
- Army's Global Missile Defense
- Joint Dependency on Army Missile Defense
- Support to Multidomain Operations
- Global Missile Defense Coordinating Organizations

Operational Environment And Threats

- The Operational Environment
- Summary of Strategic Threats
- Threat Capabilities
- Challenges to Ballistic Missile Defense

Operations

- Global Missile Defense
- Missile Defense Operating Principles
- Defense Design
- Planning Considerations
- Employment Operations
- Global Missile Defense Protection Operations

Command Relationships

- Command and Control
- Cross-Area Of Responsibility Operations
- Command Relationships

Components

- Component Overview
- Land Domain
- Maritime Domain
- Space Domain
- Battle Management Elements
- Command and Control, Battle Management, and Communications

Communications

- Communications
- Global Missile Defense Networks

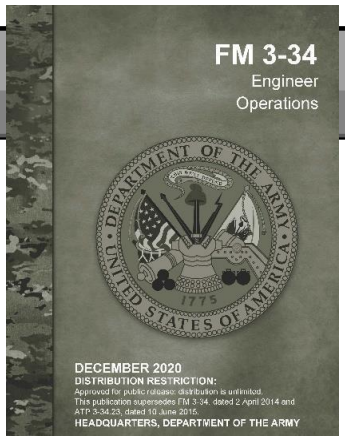
Sustainment

- Sustainment Requirement Overview
- Contractor Logistics Support
- Army Sustainment for Global Missile Defense

Field Manual (FM) 3-27, Army Global Missile Defense Operations provides an overview of global missile defense (MD) operations affecting one or more combatant command's (CCMD) area of responsibility (AOR). MD assets require synchronization to successfully defeat an attack.

This publication provides doctrinal tenants and procedures for planning, preparing, executing, and assessing global MD operations

FM 3-34
ENGINEER OPERATIONS



Engineer Regiment

- The engineer regiment exists to provide the freedom of action for land power by mitigating the effects of terrain
- Three engineer disciplines—combat, general, and geospatial engineering
- Engineer organizations operate concurrently with each other (U.S. Army Corps of Engineers (USACE), Army military engineer units, and Army commands)
- USAES synchronizes resources for the fielded force and develops engineer capabilities for the future force.
- Engineer force tailoring with the right units for specific mission sets.
- USACE primary responsibility for civil and military construction and Emergency Support Function #3 assistance to FEMA and to other U.S. government agencies.

Engineer Support during Shape, Prevent, Large-Scale Combat Operations, and the Consolidation of Gains

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

Integrating Engineer Support

- Integrated planning (input from subordinate commanders and laterally across staffs and warfighting functions)
- Engineer support to the planning process (considers speed, economy, flexibility, decentralization of authority, and establishment of priorities)
- Engineer activities spanning the levels of war (strategic, operational, tactical)
- Staff processes (running estimates, framework of assured mobility, and development of essential tasks for M/CM/S)

Engineer Echelon Perspectives and Sustainment Considerations

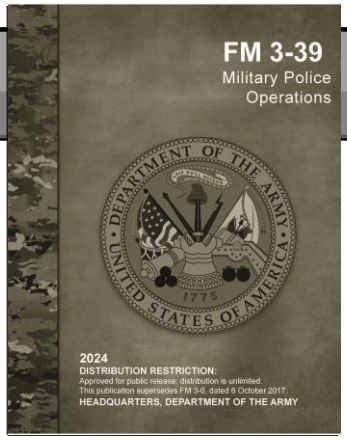
- Unique perspectives of USACE, two theater engineer commands, engineer brigades, baseline engineer units, and engineer specialty units.
- Field force engineering capabilities that support the three engineer disciplines through reachback and forward presence.
- Facilities and construction planning (operational, logistical, force bed-down, common-use, and protection facilities).
- Project management (coordinates for the skill and labor of personnel using equipment and materials to form the desired structure; process begins at unit level with construction directive).

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

It presents the overarching doctrinal guidance and direction for conducting engineer activities by echelon during shape, prevent, LSCO, and consolidation of gains. Since it follows the FM 3-0 construct of describing operations at echelons above the brigade combat team, this FM subsumes ATP 3-34.23, *Engineer Operations, Echelon Above Brigade Combat Team*.

FM 3-39

MILITARY POLICE OPERATIONS



This version of FM 3-39 aligns with FM 3-0 and describes how military police units are manned, equipped and trained to enable the Army's ability to conduct prompt and sustained land combat to defeat enemy ground forces and seize, occupy, and defend land areas. Military police support the combined arms employment of Army capabilities to create and exploit relative advantages that achieve objectives, defeat enemy forces, and consolidate gains for the joint force commander. While the overwhelming majority of operations conducted by Army forces occur either below the threshold of armed conflict or during limited contingencies, Army readiness focuses on large-scale combat operations. Large-scale combat operations are more intense and destructive than limited contingencies, often amassing heavy casualties. This requires military police to be prepared for the most demanding and dangerous operations.

Military Police

- The Role of Military Police
- Operational Environment
- Support to the Levels of Warfare
- Policing Principles
- Challenges

Military Police Support to Operations

- Army Operations
- Joint/Interagency/Multinational

Military Police Support to Generating and Enabling Combat Power

- Warfighting Functions
- Enabling Combat Power

Military Police Forces

- Military Police Corps

Planning and Sustainment Consideration

- Planning
- Sustainment

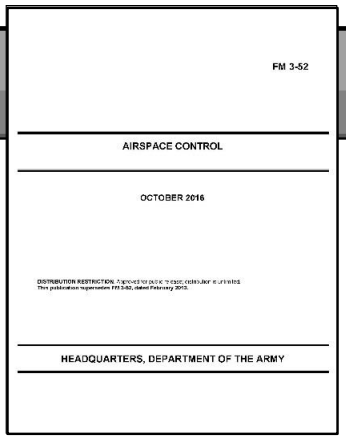
Foundations of Military Police Operations

Military Police Organization and Capabilities

Battlefield Confinement of United States Military Prisoners

FM 3-39 describes the operational doctrine of the Military Police Corps Regiment. This manual is aligned with joint and Army doctrine. Other military police doctrinal publications are based on the foundations established in this manual and are synchronized with their respective joint and Army publications. To best comprehend and fully understand the doctrine contained in this manual, readers must first understand the nature of multidomain operations as described in ADP 3-0.

FM 3-52
AIRSPACE CONTROL


FM 3-52

AIRSPACE CONTROL

OCTOBER 2016

DISTRIBUTION RESTRICTION: Approved for public release; distribution is unlimited.
This publication supersedes FM 3-52, dated February 2013.

HEADQUARTERS, DEPARTMENT OF THE ARMY

Airspace Control Operational Context

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

Airspace Control in Operations

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

Airspace Control Planning and Preparation

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

Common Reference Systems

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

Collective Tasks for Airspace Control

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

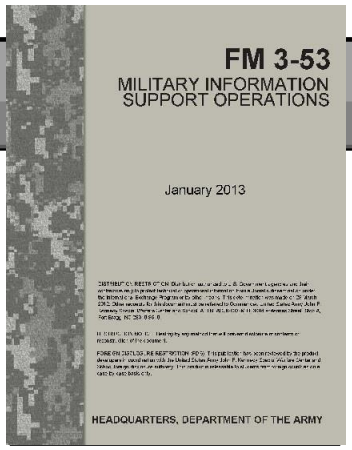
Types of Airspace Coordinating Measures

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

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

The data contained on this page is approved for public release.

FM 3-53
MILITARY INFORMATION SUPPORT OPERATIONS



Military Information Support Operations Missions

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

Five Core Tasks

- Advise
- Plan
- Develop
- Deliver
- Assess

Forces

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

Planning and Execution Authorities

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

Four Department of Defense Categories of Attribution

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

Psychological Operations Soldiers Advise Commanders On—

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

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

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

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

The data contained on this page is approved for public release.

FM 3-55
INFORMATION COLLECTION

Foundations

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

Commander and Staff Roles and Responsibilities

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

Planning and Assessment

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

Tasking and Directing

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

Information Collection Assets

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

Joint Intelligence, Surveillance, and Reconnaissance

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

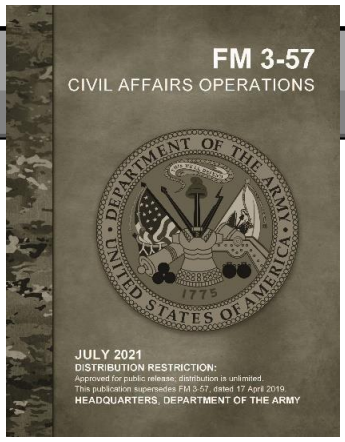
Information Collection Annex to the Operation Order

FM 3-55 clarifies how the Army plans, prepares, and executes information collection activities in or between echelons.

Knowledge is the precursor to effective action in the physical domain.

Information collection is an activity that synchronizes and integrates the planning and employment of sensors and assets as well as the processing, exploitation, and dissemination systems in direct support of current and future operations.

FM 3-57
CIVIL AFFAIRS OPERATIONS



Role

The role of civil affairs is to engage and leverage the civil component of an operational environment while enhancing, enabling, or providing governance. Civil affairs forces accomplish this by executing the civil affairs core competencies throughout the range of military operations and across the competition continuum. These civil affairs missions are designed to provide and enable commanders with the capabilities to find, disrupt, and defeat threats within the civil component.

Core Competencies

The four civil affairs core competencies nested within civil affairs operations describe the comprehensive or overarching capabilities that the civil affairs branch provides. Civil affairs missions are structured to support the core competencies, organizing tasks, purpose, and systems (people, organizations, information, and processes) into executable capabilities that enable operations where civil affairs force are required to achieve desired effects, end states, and goals of the commander.

Core Competencies

- Transitional governance
- Civil network development and engagement
- Civil knowledge integration
- Civil-military integration

Missions

- Support to civil administration
- Transitional military authority
- Civil information evaluation
- Civil-military operations center
- Civil engagement
- Civil reconnaissance
- Civil network development

Planning

- Support for Army operations
- Civil affairs operations staff support
- Civil considerations
- Civil preparation of the battlefield
- Civil affairs products
- Civil affairs tactical mission tasks
- Civil affairs methodology
- MDMP inputs and outputs
- Joint planning
- Civil knowledge integration
- Rules of allocation
- Populace and resources control

Support to Unified Land Operations

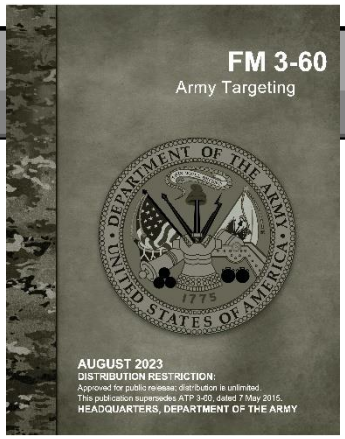
- Strategic implications
- Shape
- Prevent
- Large-scale combat operations
- Consolidate gains
- Transition to civil authorities
- Decisive action
- Homeland defense
- Foreign assistance
- Foreign humanitarian assistance
- Civil-military operations
- Information operations
- Civil affairs task force
- Joint civil-military operations task force
- Unconventional warfare
- Foreign internal defense
- Counterinsurgency
- Direct action
- Special reconnaissance
- Counterterrorism
- Civil-military engagement
- Military information support operations
- Countering weapons of mass destruction
- Interagency coordination

FM 3-57 provides Army commanders with the information necessary for the integration of civil affairs forces and civil effects, by echelon, to enable situational understanding and address civil considerations that influence achievement of military objectives, in support of unified land operations.

Civil knowledge is integrated into Army processes and informs the warfighting functions to update staff running estimates, mitigate civil interference, enhance freedom of maneuver, restore government functions and services, and enable stability.

This enables the commander's ability to mission command,

FM 3-60
ARMY TARGETING



Field Manual (FM) 3-60, describes the tactics, techniques, and procedures associated with effectively applying a targeting methodology to integrate and synchronize capabilities to create desired effects on targets and enable positions of relative advantage during the conduct of operations. Targeting is critical to synchronize operations from competition to crisis and into armed conflict. Army targeting fed by focused intelligence support is critical to operational success. Some of the new doctrinal aspects of FM 3-0 drive the need for a sophisticated targeting effort. For example, Army forces must account for the three dimensions (physical, information, and human) of the operational environment and nested decisive points and effects to execute an effective targeting methodology across the strategic contexts. Detailed intelligence on the operational environment supports detailed targeting.

Foundational Guidelines

- Terminology
- Principles
- Operations, Planning, and Targeting
- Key Doctrinal Concepts
- General Responsibilities

The Targeting Process

- General Targeting Methodology
- Decide, Detect, Deliver, Assess
- Methodology Tools

Brigade Targeting

- Operational Framework
- Functions
- Planning
- Battle Rhythm Synchronization

Division And Corps Targeting

- Operational Framework
- Functions
- Planning
- Synchronization

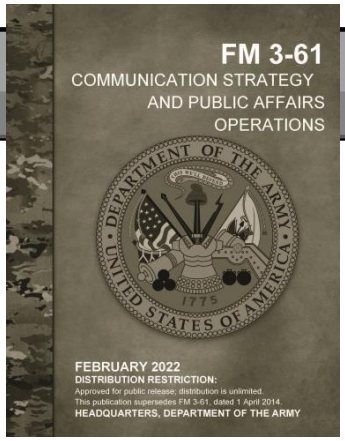
Theater Targeting

- Overview .
- Operational Framework
- Functions
- Planning
- Synchronization

FM 3-60 provides guidance on targeting processes and procedures used by the United States Army. This manual has applicability in any theater of operations. The manual offers considerations for commanders and staffs in preparing for challenges with targeting throughout the competition continuum yet is flexible enough to adapt to a dynamic situation. FM 3-60 will replace Army Techniques Publication (ATP) 3-60, Tactics, Techniques, and Procedures for the targeting process. FM 3-60 is written to align with other operations, intelligence, and fires doctrinal publications.

FM 3-61

COMMUNICATION STRATEGY AND PUBLIC AFFAIRS OPEARATIONS



The commander's communication strategy is the process and activities for public information, command information, crisis communication, visual information, communication synchronization, and community engagement directed toward external and internal audiences with interest in the Department of Defense (DOD). Public affairs operations encompass all collective and individual tasks of public affairs organizations and personnel to establish conditions that establish trust and confidence in the Army, deter competitors, and defeat adversaries.

Public Affairs Activities

- Command information.
- Commander's communication synchronization.
- Community engagement.
- Visual information.

Public Affairs Core Tasks

- Provide advice and counsel to the commander.
- Conduct public affairs and visual information planning.
- Conduct public affairs training.
- Conduct media facilitation.
- Conduct public communication.
- Counter misinformation and disinformation.
- Conduct communications assessments.

Public Affairs Tenets

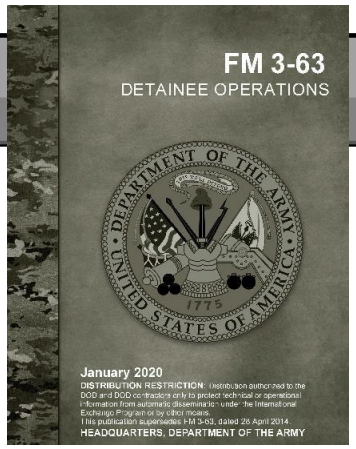
- Practice ethical conduct.
- Provide maximum disclosure, minimum delay.
- Tell the truth.
- Provide timely and accurate public affairs and visual information.
- Practice security at the source.
- Provide consistent information at all levels.
- Tell the Army story.

Public Affairs Operations

- Public affairs training.
  - Media training.
  - Spokesperson training.
- Public affairs planning.
  - Operations process.
  - Communication planning.
  - Crisis communication.
  - Proposed public affairs guidance.
- Media facilitation.
- Public communication.
  - Audiences, stakeholders, and key publics.
  - Community engagement.
  - Public affairs products.
- Counter misinformation and disinformation.
- Digital media management and social media maintenance.

FM 3-61 provides guidance on communication strategy and public affairs operations. It describes the fundamental principles and concepts that provide information to internal and external, international and national, key actors who have interest and involvement with audiences and publics. This publication includes public affairs functions, core tasks, tenets, and characteristics for commanders, planners, and other users of Army public affairs. Public affairs professionals use this manual to plan and execute public affairs strategy, planning, operations, and training.

FM 3-63
DETAINEE OPERATIONS



Detainee Operations Support to Army Operations

Detainee operations involve the detainment of a population or group that poses some level of threat to military operations. Detainee operations are the range of actions taken by U.S. Armed Forces, beginning at the point of capture; through movement to a detainee collection point, detainee holding area (division or corps), or theater detention facility; until detainee transfer, release, repatriation, death or escape.

Principles

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

Categories

Detainee is a term used to refer to any person captured, detained, or otherwise under the control of Department of Defense personnel. (JP 3-63)

- Enemy prisoner of war
- Retained person
- Civilian internee
- Detained person

Command and Staff Roles and Responsibilities

The Army is the DOD executive agent for detainee operations. Roles and responsibilities of each organization, agency, and corresponding primary positions of responsibility is essential to effective mission execution involving detainees.

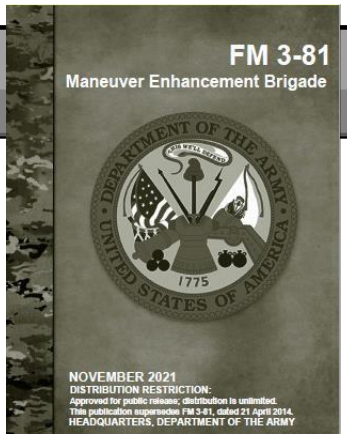
- Combatant commander
- Commander Detainee Operations
- Commander's at echelon (theater, corps, division and brigade)
- Provost marshal
- Detention facility commander
- Medical
- Intelligence
- Legal
- Chaplain
- Engineer

Conduct Detainee Operations

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

FM 3-63 describes detention operations across the range of military operations. It depicts the doctrinal foundation, principles, and process required for leaders and Army professionals at all echelons who are tasked with planning, directing, and executing detainee operations.

FM 3-81
MANEUVER ENHANCEMENT BRIGADE



The maneuver enhancement brigade (MEB) is a multifunctional brigade headquarters designed to command and control forces from multiple branches, especially organizations that conduct tasks enabling the MEB's primary mission of support area operations. The MEB has two organic units, a headquarters support company (HSC) and brigade signal company. The task organization of the MEB is based on mission requirements for the echelon being supported—Army, joint, interagency, or multinational headquarters.

MEB and the Operational Environment
- MEB Overview
- Operational Environment

MEB Primary Task – Support Area Operations

Organic and Task-Organization Structure
- Organic Structure
  - Headquarters Support Company
  - Brigade Signal Company
- Task-Organization Structure
  - Engineer
  - Military Police
  - Chemical, Biological, Radiological, and Nuclear
  - Civil Affairs
  - Explosive Ordnance Disposal
  - Military Intelligence Company
  - Air Defense Artillery
  - Tactical Combat Force

Support Area Operations
- Support Area Overview
- Support Area Operations
- Support Area Considerations
- Support Areas by Echelon

Support Area Responsibilities
- Terrain Management
- Information Collection
- Civil-Military Operations
- Control Movement
- Clearance of Fires
- Security
- Personnel Recovery
- Airspace Management
- Stability
- Mobility and Countermobility
- Rear Command Post

Sustainment
- Planning
- Logistics Elements
- Health Service Support Section

Synchronize and Coordinate Protection

Defense Support of Civil Authorities

Lines of Communication Considerations

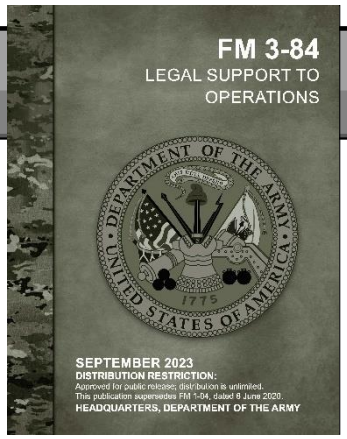
Support Area Tenant Units

Base and Base Cluster Security and Defense

FM 3-81 describes how MEB commanders, staffs, and subordinate leaders plan, prepare, execute, and assess MEB operations in support of Army forces conducting unified land operations within the framework of joint operations. FM 3-81 increases the emphasis on the MEB's primary task of conducting support area operations while supporting the corps or division commander during offense, defense, stability, or defense support of civil authorities. The principal audience is commanders and staff elements at all echelons and MEB units primarily tasked with conducting support area operations.

Note. The MEB can support specific missions outside its area of operations or can provide forces to complement or reinforce other organizations conducting select missions or tasks that support the main effort. However, specific or select missions do not imply long-term task organization. If the MEB becomes a force provider for an enduring period, it could become ineffective in its ability to conduct support area operations.

FM 3-84
LEGAL SUPPORT TO OPERATIONS



This manual establishes a foundation for the Judge Advocate General's (JAG's) Corps and judge advocate legal services (JALS) personnel to provide principled counsel and mission-focused legal support to the operational Army. It establishes an understanding of the roles and responsibilities that JAG Corps personnel have both between legal offices at different levels of command and between the legal section and the staff of the supported command, all in support of the commander and the Army. FM 3-84 replaces FM 1-04, and it includes several substantive changes

Judge Advocate General's Corps

- Mission, Vision, and Principles
- Role of the Army Judge Advocate General's Corps
- Roles of Judge Advocate General's Legal Services Personnel

Army Operations Overview

- Large-Scale Combat Operations
- Tenets and Imperatives
- Operational Approach and Operational Framework
-]Army Components
- The Operations Process
- Targeting

Legal Support To The Army

- Legal Function: Administrative and Civil Law
- Legal Function: Contract, Fiscal, and Acquisition Law
- Legal Function: Military Justice
- Legal Function: National Security Law

Legal Support To Soldiers And Families

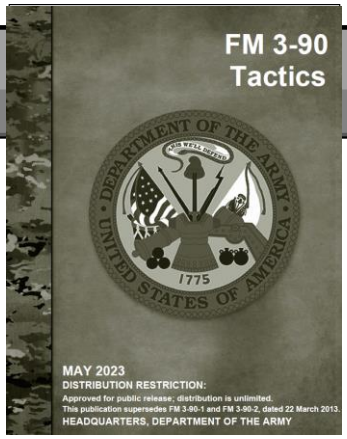
- Legal Function: Soldier and Family Legal Services
- Legal Function: Trial Defense Service

Judge Advocate General's Corps Support To Operations

- Roles, Responsibilities, and Working Relationships
- Duties and Responsibilities of the Office of the Staff Judge Advocate Personnel
- Brigade Legal Section
- The Office of the Staff Judge Advocate—Brigade Legal Section Relationship
- United States Army Trial Defense Service
- OSJA—Trial Defense Service Relationship
- Legal Support to Large-Scale Combat Operations
- Legal Support to Capabilities and Combat Power
- Legal Support to the Operations Process
- Legal Support to the Military Decision-Making Process
- Targeting Process
- Current Operations
- Planning Considerations for Legal Support
- The Judge Advocate General's Corps' Materiel Requirements

FM 3-84, Legal Support to Operations, is the Army's manual for operational legal doctrine. This manual provides authoritative doctrine and practical guidance for commanders, judge advocates, legal administrators, paralegal Soldiers, and Department of the Army Civilian legal personnel across the range of military operations, during competition below conflict, crisis, and armed conflict. It outlines how the Judge Advocate General's Corps is organized in accordance with the Army's force design. It also discusses the delivery of legal support to the force.

FM 3-90
TACTICS



Tactics are the employment, ordered arrangement, and directed actions of forces in relation to each other. Leaders select tactics that accomplish their assigned mission. Successful tactics require generating and applying combat power. This publication introduces the basic concepts and control measures associated with the science of tactics and provides a common baseline for Soldiers and leaders to execute offensive, defensive, and enabling operations.

Tactics Overview

- Operational Environment
- Role of Tactics
- General considerations by Warfighting Function
- Movement and Forms of Maneuver
  - Formations
  - Techniques
  - Control Measures

Offensive Operations:

- Movement to Contact (and variations)
- Attack (and variations)
- Exploitation
- Pursuit

Defensive Operations:

- Area Defense (and variations)
- Mobile Defense
- Retrograde (and variations)

Enabling Operations:

- Reconnaissance
- Security Operations
- Troop Movement
- Relief in Place
- Passage of Lines
- Countermobility
- Mobility
- Tactical Deception
- Linkup

Tactical Control Measures

Tactical Mission Tasks

Encirclements

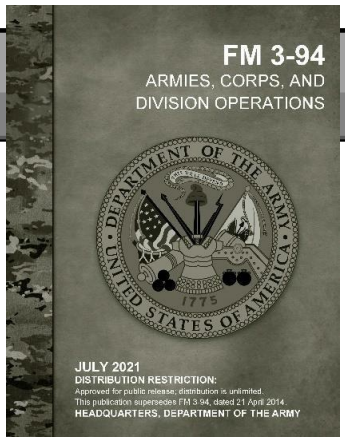
Note: *The considerations for offensive, defensive, and enabling operations in this publication apply to all echelons, even though numerous figures in this publication use divisions and brigade combat teams to illustrate points in the text. Echelon-specific field manuals and Army techniques publications address the specifics of how each tactical echelon uses these tactical concepts.*

FM 3-90 describes combat-tested tactics and techniques for offensive, defensive, and enabling operations.

For each type of operation FM 3-90 discusses the organization of forces; minimum essential control measures; and general planning, preparation, and execution considerations.

FM 3-90 (Tactics) merges the 2013 versions of FM 3-90-1 (Offense and Defense Volume 1) and FM 3-90-2 (Reconnaissance, Security, and Tactical Enabling Tasks Volume 2) into a single comprehensive volume on offensive, defensive, and enabling operations.

FM 3-94
ARMIES, CORPS, AND DIVISION OPERATIONS



FM 3-94 examines the employment of Army forces within a geographic combatant command and describes how the Army supports the geographic combatant commander across the range of military operations in that area of responsibility. FM 3-94 describes how armies, corps, and divisions conduct operations as unified action partners in competition and conflict using the Army's operational concept. FM 3-94 discusses the foundations, tenets, and doctrine of army, corps, and division operations. It serves as a common reference for commanders and staffs at these echelons.

Roles and Responsibilities of Theater Armies

- Execute combatant commander's daily operational requirements.
- Provide ADCON of Army forces.
- Set and maintain the theater.
- Set and support operational areas.
- Exercise command and control over Army forces in the.
- Perform joint roles of limited scope, scale, and duration.
- Plan and coordinate for the consolidation of gains in support of joint operations.

Roles and Responsibilities of Field Armies

- Execute command and control over multi-corps operations.
- Execute ADCON in the AO.
- Execute ASOS in the AO.
- Assume directed Army, joint, and multinational authorities and responsibilities.
- Shape an assigned operational area.
- Integrate unified action capabilities to support unified land operations.
- Plan and coordinate for the consolidation of gains in an assigned operational area.

Roles and Functions of Corps

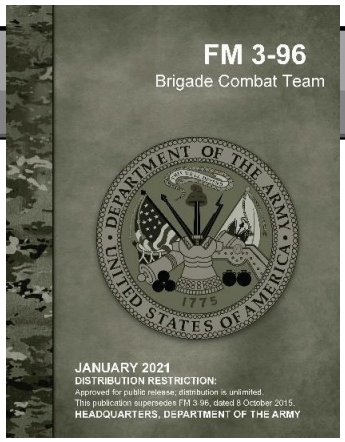
- Senior Army tactical formation in large-scale combat, commanding 2-5 Army divisions together with supporting brigades and commands.
- ARFOR (with augmentation) within a joint force for campaigns and major operations when a field army is not present.
- JTF headquarters (with significant augmentation) for crisis response and limited contingency operations.
- Joint force land component (with significant augmentation) commanding U.S. Army, Marine Corps, and multinational divisions together with supporting brigades and commands.

Roles and Functions of Divisions

- Tactical headquarters.
- ARFOR headquarters.
- Joint force land component command.
- JTF headquarters.

FM 3-94 provides Army doctrine for the theater army, field army, corps, and division. FM 3-94 explains the organization of the theater army, field army, corps, and division and explains how they conduct operations in support of the Army's strategic roles. It establishes the roles for each headquarters, including their respective contributions to joint operations. It discusses subordinate units and each headquarters' organization of its units, establishment of command and support relationships, and conduct of operations.

FM 3-96
BRIGADE COMBAT TEAM



FM 3-96 defines the employment and ordered arrangement of forces within the brigade combat team (BCT) during the conduct of decisive action across the range of military operations. FM 3-96 addresses the tactical application of tasks associated with the offense, the defense, and operations focused on stability. It does not discuss defense support of civil authorities.

Types of Brigade Combat Teams

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

Brigade Combat Teams and Threats

- Threat characteristics and organization
- Threat countermeasures
- Countering adaptations and retaining the initiative

Brigade Combat Teams and Mission Command

- Command and control warfighting function as it assists the commander with combining the art and science of command and control
- Human aspects of mission command
- BCT command and staff operations
- Cross-functional organization of staff into cells and working groups
- Establishment of centers and meetings to assist with coordinating operations
- Command posts at brigade echelon
- Air-ground operations and intelligence support team considerations
- Cyberspace electromagnetic activities, with major emphasis directed towards electromagnetic warfare operations

BCTs and Reconnaissance and Security

- Information collection.
- Reconnaissance fundamentals and operations.
- Security fundamentals and security.
- Surveillance and intelligence operations

Brigade Combat Team Offensive Actions

- Common offensive planning considerations and offensive control measures
- Forms of maneuver
- Transitions to other tactical operations

Brigade Combat Team Defensive Actions

- Defensive planning considerations and defensive control measures.
- Forms of the defense
- Forms of defensive maneuver
- Transitions to other tactical operations

Brigade Combat Team Stability Actions

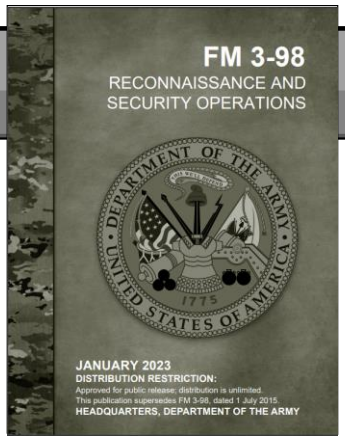
- Foundation (principles and framework), and environment during stabilization
- BCT's responsibilities and roles when supporting stability operations tasks
- Area security operations and security force assistance missions
- Transition from stability to other tactical operations

Brigade Combat Team Sustainment

- Staff and unit responsibilities and relationships
- Echelon support
- Echelons above brigade sustainment
- Brigade support area

FM 3-96 provides doctrine for the brigade combat team (BCT). It describes how the BCT, as part of a joint team, shapes operational environments, prevents conflict, conducts large-scale ground combat, and consolidates gains against a peer threat. FM 3-96 describes relationships, organizational roles and functions, capabilities and limitations, and responsibilities within the BCT. Tactics discussed in this manual are intended to be used as a guide. They are not prescriptive. FM 3-96 applies to the three maneuver BCT types: Infantry, Stryker, and Armored.

FM 3-98
RECONNAISSANCE AND SECURITY OPERATIONS



Contributions

- Reconnaissance and security operations develop the situation and identify, create, and preserve options to seize, retain, and exploit the initiative.
- Reconnaissance and security operations develop the intelligence picture so the commander can describe, direct, lead, and make effective decisions.
- Methods for conducting reconnaissance and security tasks

Key Contributions and Characteristics of Cavalry Formations

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

Key Aspects and Links

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

Reconnaissance Themes

- Management of reconnaissance assets
  - Mixing
  - Cueing
  - Redundancy
- Reconnaissance-specific planning considerations
- Reconnaissance guidance explains the focus, reconnaissance tempo, and guidelines for engagement
- Methods and techniques for conducting common reconnaissance tasks
  - Zone
  - Area
  - Route Reconnaissance
  - Reconnaissance in Force

Security Themes

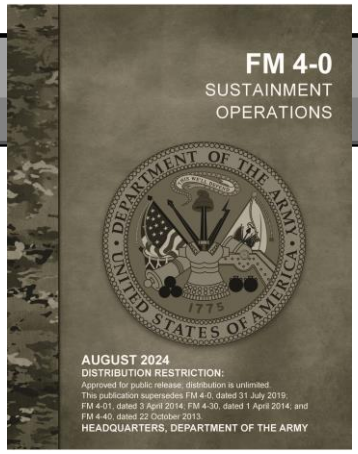
- Providing appropriate security guidance
  - Focus
  - Duration
  - Engagement or disengagement criteria
- Planning and execution of counterreconnaissance as part of security operations
- Methods and techniques for conducting common security tasks
  - Screen
  - Guard
  - Cover
  - Area Security
  -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

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

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

FM 3-98 is applicable across multidomain operations and provides doctrinal guidance for all formations executing reconnaissance and security operations.

FM 4-0
SUSTAINMENT OPERATIONS



FM 4-0 describes sustainment operations in support of the Army's operational concept and how the Army supports the joint force in the execution of campaigns. It is the Army's doctrine for sustainment operations across the competition continuum at the theater strategic, operational, and tactical levels of warfare. This publication emphasizes sustainment fundamentals and tactics to provide all commanders, staffs, and Soldiers an understanding of sustainment operations.

Army Sustainment Operations

- Overview of Army Sustainment
- Overview of Army Operations
- The Operational Environment
- Sustainment Support to Multidomain Operations

Army Sustainment at Echelon

- Levels of Warfare
- Overview of National Strategic Level of Warfare
- Overview of Theater Strategic Level of Warfare
- Overview of Operational Level Of Warfare
- Overview of Tactical Level Of Warfare
- Command and Support Relationships

Sustainment Operations During Competition Below Armed Conflict

- Overview of Army Operations During Competition
- Planning Considerations During Competition .
- Roles and Responsibilities by Echelon

Sustainment Operations During Crisis

- Overview of Army Operations During Crisis
- Overview of Sustainment Activities during Crisis
- Roles and Responsibilities by Echelon

Sustainment Operations During Armed Conflict

- Armed Conflict and Large-Scale Combat Operations
- Sustainment of Defensive Operations
- Sustainment of Offensive Operations

Sustainment Operations in a Maritime Environment

- Maritime Environment Overview
- Sustainment Considerations for the Maritime Environment
- Army Watercraft Operations

Leadership and Training for Sustainment Operations

- The Operations Process
- Sustainment Commander's Role in the Operations Process
- Sustainment Commander and Operational Art
- Adapting Sustainment Formations for Missions and Transitions
- Sustainment Leader Development
- Planning Considerations for Sustainment Leaders

Quartermaster Operations
Transportation Operations
Ordnance Operation
Army Sustainment Information Systems
Logstat and Perstat Reporting
Sustainment Symbols

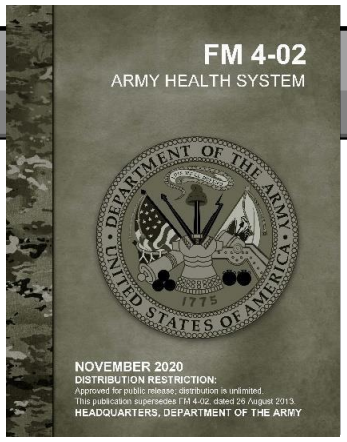
FM 4-0, Sustainment Operations augments ADP 4-0, the Army's principal doctrine on providing sustainment in support of operations.

It describes how Army sustainment forces, as part of the joint team, provide support to Army and other forces with an emphasis on support to operations.

This manual serves as a companion manual to FM 3-0. FM 4-0 describes how the Army as part of a joint team is sustained during operations.

This publication supersedes FM 4-0, dated 31 July 2019; FM 4-01, dated 3 April 2014; FM 4-30, dated 1 April 2014; and FM 4-40, dated 22 October 2013.

FM 4-02
ARMY HEALTH SYSTEM



The Army Health System (AHS) is a component of the Military Health System (MHS) responsible for operational management of the health service support and force health protection missions for training, predeployment, deployment, and postdeployment operations. The AHS includes all mission support services performed, provided, or arranged by the Army Medicine to support health service support (HSS) and force health protection (FHP) mission requirements for the Army and as directed, for joint, intergovernmental agencies, coalition, and multinational forces.

FM 4-02 reflects enduring practices in providing timely AHS support to the tactical commander. It depicts AHS operations from the point of injury or wounding through successive roles of care within the area of operations and evacuation to the continental United States-support base.

Army Health System Overview

- Operational Environment
- Warfighting Functions
- Tactical Combat Casualty Care
- Army Health System Principles
- Global Health Engagement

Army Health System Command And Control

- Overview of Army Echelons
- Medical Command and Control Organizations
- Medical Commander, Command Surgeon, and Line Commander

Army Health System And The Effects Of The Law Of Land Warfare And Medical Ethics

- The Law of Lan Warfare
- Geneva Conventions
- Medical Ethics

Army Health System Operations

- Planning for Army Health System Support
- Support to Decisive Action
- Setting the Theater, Theater Opening, Early Entry, and Expeditionary Medical Operations
- Support to Detainee Operations

Operational Public Health

Veterinary Services

- Veterinary Responsibilities
- Food Protection Mission
- Animal Care Mission
- Veterinary Public Health

Combat And Operational Stress Control

- Combat and Operational Stress Control Responsibilities
- Programs and Resources
- Behavioral Health and Neuropsychiatric Treatment Aspects

Dental Services

- Dental Services Preventive Dentistry
- Dental Services Treatment Aspects

Laboratory Services

- Area Medical Laboratory Support
- Clinical Laboratory Support

Direct Patient Care

- Medical Treatment (Organic and Area Support)
- Hospitalization

Medical Evacuation

- Integrated Medical Evacuation System
- Medical Regulating
- Strategic Medical Evacuation/Patient Movement

Medical Logistics

- Medical Logistics Management in an Operational Environment
- Medical Logistics Support for Roles and 2 Medical Treatment Facilities
- Medical Logistics Support for Role 3 Medical Treatment Facilities
- Medical Logistics Support to Joint Health Services

Army Health System Support To The Army's Strategic Roles

Command And Support Relationships

Surgeon And Surgeon Section

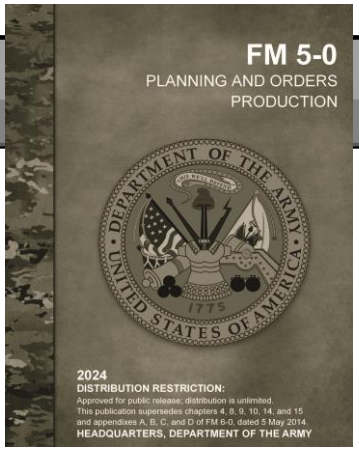
Institutional Force Support To The Operational Army

Army Health System Symbols

FM 4-02 provides doctrine for the Army Health System (AHS) in support of the modular force. It identifies medical functions and procedures that are essential for operations covered in other Army Medicine proponent manuals.

The AHS is the overarching concept of support for providing timely AHS support to the tactical commander. It discusses the current AHS force structure modernized under the Department of the Army approved Medical Reengineering Initiative and the Modular Medical Force that is designed to support the brigade combat teams and echelons above brigade units.

FM 5-0
PLANNING AND ORDERS PRODUCTION



Planning—the art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing that future about—is a key activity of the operations process. While planning may start an iteration of the operations process, planning does not stop with the production of an order. During preparation and execution, commanders and staffs continuously revise the plan based on changing circumstances and the assessed progress of an operation.

FM 5-0 describes several planning methodologies commanders and staffs use to help understand situations; develop solutions to problems; direct, coordinate, and synchronize actions; prioritize efforts; and anticipate events.

Fundamentals of Planning

- The Nature of Operations
- Planning
- Planning and The Operations Process
- The Functions Of Planning
- Integrated Planning
- Plans and Orders
- Planning Cells And Teams
- Guides To Effective Planning
- Planning Pitfalls
- Multinational Operations Planning

Planning and Operational Art

- Planning and The Levels Of Warfare
- Operational Art
- Elements of Operational Art

Army Problem Solving

- Problem Solving and Decision Making
- The Problem-solving Process
- Identify The Problem
- Generate Possible Solutions
- Analyze Possible Solutions
- Compare Possible Solutions
- Make and Implement The Decision

Army Design Methodology

- Fundamentals of Army Design Methodology
- When to Employ Army Design Methodology
- Forming The Planning Team
- Activities of Army Design Methodology

The Military Decision-making Process

- Overview of The Military Decision- Making Process
- Steps of The Military Decision- Making Process
- Planning in a Time-constrained Environment

Decision Making During Execution

- Execution Activities
- Rapid Decision-making and Synchronization Process

Troop Leading Procedures

- Troop Leading Procedures Overview
- Performing Troop Leading Procedures

Assessments

- Assessment and The Operations Process
- Assessment Process
- Assessment Planning

Operational and Mission Variables

Command and Support Relationships

Running Estimates

Plans and Orders Formats

Annex Formats

Decision Tools

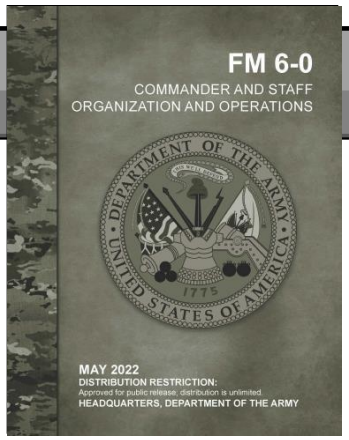
Integrating Processes Support to Planning

FM 5-0 is the Army's comprehensive reference manual for planning. It provides an overview of the fundamentals of planning and details the various planning methodologies for planning operations.

It is the Army's doctrinal source for problem solving, the military decision-making process, troop leading procedures, assessment planning, and formats for Army plans and orders.

FM 6-0

COMMANDER AND STAFF ORGANIZATION AND OPERATIONS



Command and control (C2)—the exercise of authority and direction by a properly designated commander over assigned and attached forces—is fundamental to the art and science of warfare. Through C2, commanders provide purpose and direction to integrate all military activities towards a common goal—mission accomplishment.

At every echelon of command, each commander establishes a C2 system—the arrangement of people, processes, networks, and command posts that enable commanders to conduct operations. The C2 system supports the commander's decision making, disseminates the commander's decisions to subordinates, and facilitates controlling forces.

Command and Control Overview

- Command and Control
- Mission Command
- C2 Warfighting Function
- C2 System
- Multinational Considerations

Staff Member Duties and Responsibilities

- Purpose of Staffs
- Common Staff Duties and Responsibilities
- Characteristics of Effective Staff Members
- Staff Relationships
- Staff Organization and Structure
- Augmentation

Liaison

- Role of Liaison
- Liaison Elements
- Functions of Liaison
- Liaison Responsibilities
- Special Considerations

Battle Rhythm and Meetings

- Battle Rhythm
- Meetings

Knowledge Management and Information

- Knowledge and Understanding
- Knowledge Management
- Information Management
- Knowledge and Information Management in Practice

Networks and CP Communications

- Communications
- Common Operational Picture
- Communications Planning Considerations

Command Posts

- Definition and Functions
- Types of Command Posts
- Organization and Employment Considerations
- Multinational Considerations

Command Post Organization

- Command and Control System
- Organizing Personnel
- Command Post Layout

Command Post Operations

- Continuous Operations
- Command Post SOPs
- Command Post Security and Defense
- Command Post Life Support

Staff Studies / Decision Papers

Military Briefings

Rehearsals

Foreign Disclosure

Command Post Battle Drills

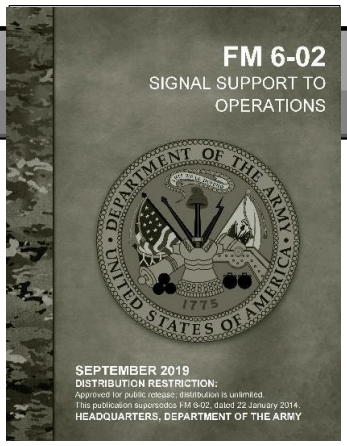
After Action Report

FM 6-0 provides commanders and staffs with many of the tactics and procedures associated with establishing their command and control systems.

In conjunction with FM 5-0, FM 6-0 provides detailed information on the people, processes, networks, and command posts that assists commanders in exercising C2.

FM 6-0 provides multiple templates and examples of products that commanders and staffs routinely use in the conduct of operations.

FM 6-02
SIGNAL SUPPORT TO OPERATIONS



Signal Support to Operations

- The operational environment and threat
- Support to command and control
- Support to warfighting functions
- Signal role in cyberspace operations

Fundamental Principles of Signal Support

- Operational focus
- Interoperability
- Agility
- Trusted systems
- Shared networks
- Network situational awareness

Core Competencies and Essential Capability of the Signal Corps

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

Signal Support by Army Echelon

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

Secure Network Supporting Operations

- Joint network
- Army network
  - Department of Defense information network operations in Army networks
  - Network transport and information services
  - Threat activities in cyberspace

Signal Planning

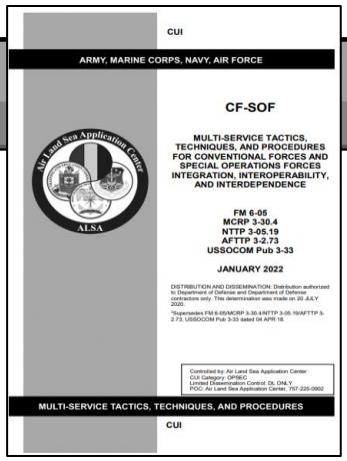
- Military decision-making process
- Primary, alternate, contingency, and emergency communications planning
- Annex H (Signal) to an operation plan or order

FM 6-02 describes signal support to large-scale combat operations against a peer threat.

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

The data contained on this page is approved for public release.

FM 6-05
CONVENTIONAL FORCES AND SPECIAL OPERATIONS FORCES INTEGRATION, INTEROPERABILITY, AND INTERDEPENDENCE



FM 6-05 provides the groundwork for successful integration, interoperability, and interdependence between conventional forces (CF) and special operations forces (SOF). It enhances understanding of the command and support relationship and details common types of command authority.

It provides CF and SOF with mission planning guidelines across the competition continuum and discusses some important planning and execution considerations specific to CF and SOF operations.

FM 6-05 reviews differences in CF and SOF effects capabilities and ways to streamline the fires process to engage targets quickly and accurately while reducing chances for friendly fire.

It provides information for employing conventional or special operations aviation assets (fixed- or rotary-wing, tiltrotor, and unmanned) in support of CF or SOF.

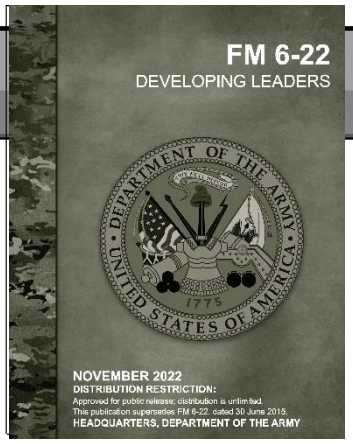
FM 6-05 discusses information regarding SOF's internal sustainment and protection capabilities and gives insight into the support they may require from external units.

FM 6-05 discusses CF organization and capabilities by Service. It also explains SOF core activities and summarizes SOF organization and capabilities by Service.

FM 6-05 serves as a commander and staff guide to assist in planning and executing operations requiring integration and interoperability between conventional forces (CF) and special operations forces (SOF) while building a capacity for interdependence to synchronize effects across the competition continuum to increase operational effectiveness. It establishes tactics, techniques, and procedures and aids CF and SOF commanders and staffs. It emphasizes informing CF on the unique capabilities and characteristics of SOF to ensure effective integration and interoperability, where required.

The data contained on this page is approved for public release.

FM 6-22
LEADER DEVELOPMENT



Army leaders are the competitive advantage the Army possesses that neither technology nor advanced weaponry and platforms can replace. Developing leaders is a complex and complicated undertaking because it is primarily a human endeavor—requiring constant involvement, assessment, and refinement. Today's Army demands trained and ready units with agile, proficient leaders. Developing our leaders and ourselves is integral to our institutional success today and tomorrow. It is an important investment for the Army's future because it builds trust in relationships and units, prepares leaders for future uncertainty, and is critical to readiness and our Army's success. Leader development programs must recognize, produce, and reward leaders who are inquisitive, creative, adaptable, and able to exercise mission command. Leaders exhibit commitment to developing subordinates through executing their professional responsibility to teach, counsel, coach, and mentor subordinates. Successful programs that develop leaders incorporate accountability, engagement, and commitment; create agile and competent leaders; produce stronger teams and organizations; and increase expertise.

DEVELOPING LEADERS

- Tenets of Developing Leaders
- Leadership Requirements
- Developing Cohesive and Effective Teams
- Growth Across Leadership Levels and by Cohorts
- Transitions Across Organizational Levels

FUNDAMENTALS OF DEVELOPMENT.

- Setting Conditions
- Providing Feedback
- Enhancing Learning
- Creating Opportunities

SELF-DEVELOPMENT

- Strengths and Developmental Needs Determination
- Goal Setting
- Self-Enhanced Learning
- Learning In Action

LEARNING AND DEVELOPMENTAL ACTIVITIES

- Army Values
- Empathy
- Warrior Ethos/Service Ethos
- Discipline
- Humility
- Military and Professional Bearing
- Fitness
- Confidence
- Resilience
- Mental Agility
- Sound Judgment
- Innovation
- Interpersonal Tact
- Expertise
- Leads Others
- Builds Trust
- Extends Influence Beyond the Chain of Command
- Leads by Example
- Communicates
- Prepares Self
- Creates a Positive Environment/Fosters Esprit de Corps
- Develops Others
- Stewards the Profession
- Gets Results

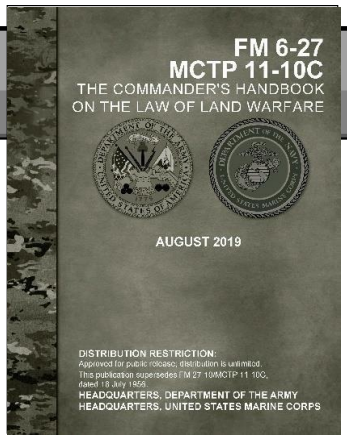
INSERTION AND EXTRACTION METHODS

- Unit Leader Development Programs
- Evaluating Leader Development Programs

FM 6-22, Developing Leaders provides a doctrinal framework covering methods for how leaders develop other leaders, improve their organizations, build teams, and develop themselves. The title change reflects the manual's emphasis on developing leaders at the direct and organizational levels. FM 6-22 emphasizes the active process of teaching, training, coaching, mentoring, study, and learning required for developing Army leaders. themselves

FM 6-27

THE COMMANDER'S HANDBOOK ON THE LAW OF LAND WARFARE



Basic Principles of the Law of

- Armed Conflict
- International law
- Purposes
- Application
- Principles
- Classes of persons
- Sources
- Protecting powers and humanitarian organizations
- End of hostilities and LOAC rules
- Human rights law
- Training

Conduct of Hostilities

- Practical guidance for adhering to LOAC
- Distinction between means and methods of warfare
- Protection of civilians
- Civilians taking a direct part in hostilities
- Targeting and military objectives
- Combatants
- Proportionality in conducting attacks
- Lawfulness of certain methods of waging warfare
- Treatment of enemy property

Prisoners of War and Other Detainees

- Basic protections and humane treatment
- GPW and POW protections
- Persons entitled to POW status
- Other persons to be given POW treatment
- Commencement and duration of status
- Retained personnel
- Persons not entitled POW status
- Internment in POW camps
- Transfer of POWs

The Wounded and Sick

- Basic principles
- Protection and care
- Medical units, facilities, personnel, and ground transports
- Medical care provided by impartial humanitarian organizations

Civilians

- Protection
- General provisions
- Aliens
- Internees

Occupation

- Practical guidance
- Humane treatment and other basic protections
- Protection of the population
- Relief societies and protected persons
- Treatment of enemy property
- Services of inhabitants and officials
- Public finance
- Obedience, security measures, and penal legislation and procedure

Non-Hostile Relations Between Belligerents

- Practical guidance for commanders
- Communication between belligerents
- Parlementaires
- Special agreements
- Armistice
- Capitulations

War Crimes and Enforcement of LOAC

- Practical guidance
- Violations
- Prosecution
- Remedies for violation

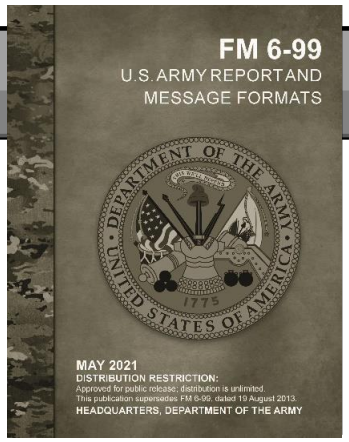
Major Law of Armed Conflict Treaties and Their Status

FM 6-27 provides guidance on the doctrine and practice related to customary and treaty law applicable to the conduct of warfare on land and to relationships between opposing belligerents, in order to train and prepare for combat operations. Commanders, staffs, and subordinates must ensure that their decisions and actions comply with applicable

U.S., international, and in some cases host-nation laws and regulations. Commanders at all levels will ensure that their Soldiers or Marines operate in accordance with the law of armed conflict (LOAC) and applicable rules of engagement.

FM 6-99

U.S. ARMY REPORT AND MESSAGE FORMATS



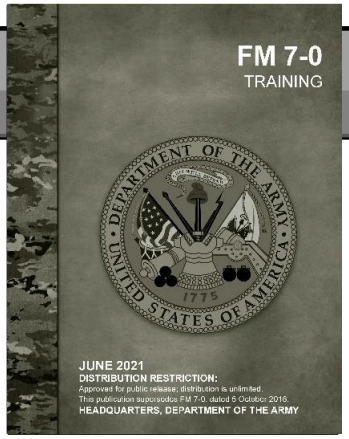
FM 6-99 is the U.S. Army's doctrinal library for report and message voice templates. It saves units time and resources in developing internal formats. FM 6-99 formats are derived from United States message text format, variable message formats, command post computing environment systems, NATO standardization agreements (STANAGs), historical Army reports, and allied procedural publications (APPs). The authorities for the United States message text formats in FM 6-99 are MIL-STD-6040B and CJCSI 6241.04C.

As a user's manual, FM 6-99 influences future Army information systems, user interfaces, and report and message graphics. Formats included in FM 6-99 are the means through which the Army adapts multiple reporting sources into a user-friendly, standardized message format library. FM 6-99 enables Army units to synchronize with joint and multinational communication structures without modifying their normal mode of operation with similar reports.

Units use FM 6-99 report and message formats for all voice reporting. A unit will not modify these formats unless authorized by the unit commander to allow for expanded critical information requirements, which should be articulated in a unit standard operating procedure. This manual does not include many branch-specific or technical report and message formats that are contained in FMs and other publications published by their respective proponents. FM 6-99 does not supersede branch-specific or technical reports, but units should use FM 6-99 formats whenever possible.

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

FM 7-0
TRAINING



The Army trains to fight and win—it is what we do in order to preserve the peace and to decisively defeat our enemies. We do this through challenging, relevant, and realistic training performed to the highest standards. The Army trains the way it operates. It does this by replicating in training how we expect to fight, closing the gap between operations and training. (FM 7-0)

Principles of Training

The Army's principles of training provide foundational direction for all commanders and leaders. These principles guide and influence training at every echelon:

- Commanders are the primary trainers.
- Noncommissioned officers train individuals, crews, and small teams; advise commanders on all aspects of training.
- Train using multiechelon techniques to maximize time and resource efficiency.
- Train as a combined arms team.
- Train to standard using appropriate doctrine.
- Train as you fight.
- Sustain levels of training proficiency over time.
- Train to maintain.
- Fight to train.

The Army Training Management Cycle

The training management cycle is the Army's framework for training. The commander drives this cycle by prioritizing training and assessing unit training proficiencies by:

- Prioritizing training.
- Planning and preparing training.
- Executing training.
- Evaluating and assessing training.

Senior leaders and training

Training is an essential activity that requires senior leader direct involvement. Commanders and senior leaders are critical to ensuring training is effective by:

- Requiring subordinates to understand and perform their roles in training.
- Training one echelon down, evaluating two echelons down.
- Resourcing and protecting approved training.
- Developing subordinates.
- Ensuring training is done to standard.
- Taking a top-down, bottom-up approach to training.

Training as leader development

Training and leader development are linked and mutually supportive of each other. Leaders must train their subordinate leaders to train effectively as the unit plans and prepares, executes, evaluates, and assesses training. Leaders develop subordinate leaders by:

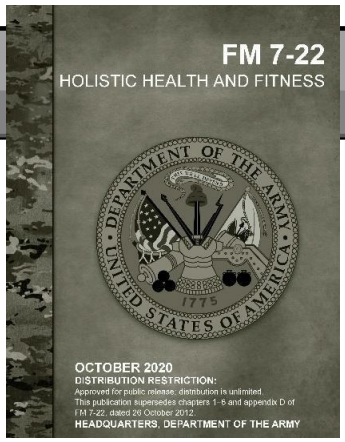
- Establishing leader goals, objectives, and expectations.
- Developing leaders who can fight their formations and win.
- Ensuring training plans include leader development training objectives.
- Evaluating and assessing leaders as part of the training process.

FM 7-0, Training, provides the fundamental concepts of the Army's training doctrine. This publication focuses on training leaders and Soldiers as effectively and efficiently as possible. FM 7-0 guides leaders to develop realistic and challenging training.

FM 7-0 describes how the Army trains our people to compete, fight, and win, because the best fighting forces in the world ensure their small units and individuals are masters of their craft.

The principal audience for FM 7-0 is all members of the profession of arms.

FM 7-22
HOLISTIC HEALTH AND FITNESS



This field manual fully revises the previous Army's physical readiness training (known as PRT) doctrine. The Holistic Health and Fitness (H2F) System directed by this doctrine is designed to address the readiness of every Soldier. Performance readiness experts of the H2F System will assess each Soldier's physical and mental status and design programs to sustain or improve that Soldier's ability to meet the demands of their military occupational specialties (MOSs), duty assignments, and combat-specific tasks.

The H2F System is an immersive, comprehensive approach to readiness centered on brigade-owned H2F facilities and personnel.

In the initial phase of H2F, recruits and new Soldiers will train to perform the Occupational Physical Assessment Test (OPAT) and prepare to conduct warrior tasks and battle drills (WTBD), high physical demand tasks (HPDTs), and the Army Combat Fitness Test (ACFT). In the sustaining phase of H2F, Soldiers will continue to build readiness. From their first units of assignment (FUAs) to separation from the Army, they optimize and mitigate the rate of loss of physical and mental preparedness for any mission at any time.

H2F System's Five Critical Elements:

- Governance
- Program
- Equipment and facilities
- Personnel
- Leadership education

H2F System's Design

- Soldier physiology
- Periodization
- Program

H2F System's Build

- Initial phase
- Sustaining phase

H2F System's Deliver

- Sample schedules of H2F programs
- Sample content of H2F programs

FM 7-22 establishes the Army's doctrine for the readiness training of Soldiers.

It is a full revision and expansion on physical readiness training doctrine. FM 7-22 presents individualized training and testing that builds peak performance in all Soldiers. It is the foundation of unit readiness. In an era of multi-domain operations all Soldiers must be able to fight and win in both defensive and offensive operations that occur without notice. The goal of the Holistic Health and Fitness (H2F) System is to build physical lethality and mental toughness to win quickly and return home healthy. See ATP 7-22.01 for H2F testing, and see ATP 7-22.02 for H2F drills and exercises.

This page intentionally left blank.

Part Three: Additional References

[Proponent POCs](#)
[Doctrine Resources](#)
[Quick Reference Graphics](#)

This page intentionally left blank.

Proponent POCs

Organization	*Email*
Center for the Army Profession and Leadership (CAPL)	usarmy.leavenworth.tradoc.mbx.6-22@army.mil
Combined Arms Doctrine Directorate (CADD)	usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@army.mil
Space and Missile Defense Center of Excellence (SMD CoE)	usarmy.peterson.smdc.list.smdc-doctrine@army.mil
Peacekeeping and Stability Operations Institute (PKSOI)	usarmy.carlisle.awc.list.pksoi-operations@army.mil
Cyber Center of Excellence (CCoE)	usarmy.gordon.cyber-coe.mbx.gord-fg-doctrine@army.mil
Fires Center of Excellence (FCoE)	usarmy.sill.fcoe.mbx.dotd-doctrine-inbox@army.mil
Intelligence Center of Excellence (ICoE)	usarmy.huachuca.icoe.mbx.doctrine@army.mil
Maneuver Center of Excellence (MCoE)	usarmy.benning.mcoe.mbx.doctrine@army.mil
Maneuver Support Center of Excellence (MSCoE)	usarmy.leonardwood.mscoe.mbx.doc@army.mil
Engineer Branch GENERIC MAILBOX	usarmy.leonardwood.mscoe.mbx.engdoc@army.mil
Military Police Branch GENERIC MAILBOX	usarmy.leonardwood.mscoe.mbx.mpdoc@army.mil
CHEMICAL CBRN Branch GENERIC MAILBOX	usarmy.leonardwood.mscoe.mbx.cbrndoc@army.mil
Mission Command Center of Excellence (MCCOE) Force Modernization Proponency Center (FMPC)	usarmy.leavenworth.CAC.mbx.fmpc@army.mil
Army Knowledge Management (AKM)	usarmy.leavenworth.mccoe.mbx.akmp@army.mil
Mission Command Center of Excellence (MCCOE) Directorate of Training (DOT)	usarmy.leavenworth.tradoc.list.mission-command-coe-dot-ted@army.mil
Mission Command Center of Excellence (MCCOE) Unified Action Partner Interoperability FMP (UAP)	MCCOE-UAP_Interoperability@army.mil
Soldier Support Institute (SSI) CDID Doctrine Division (CASCOM)	usarmy.jackson.93-sig-bde.list.jackson-atsg-cdid-ag-doctrine@army.mil
Generic MAILBOX - FC collaborative email address to receive FC doctrine comments	usarmy.jackson.93-sig-bde.list.jackson-atsg-cdid-fm-doctrine@army.mil
Sustainment Center of Excellence (SCoE) (CASCOM)	usarmy.lee.tradoc.mbx.leee-cascom-doctrine@army.mil
Medical Center of Excellence (MEDCoE)	usarmy.jbsa.medical-coe.mbx.ameddcs-medical-doctrine@army.mil
Chaplain Center and School	usarmy.jackson.usachcs.mbx.ch-doctrine@army.mil
United States Army Special Operations Center of Excellence (SOCoE)	doctrine@socom.mil
Special Forces Doctrine	aojk-dt-sf@socom.mil
Air Land Sea Application Center (ALSA)	ALSADIRECTOR@us.af.mil; ALSAAOS@us.af.mil
Army Public Affairs Center, Policy and Doctrine, HQDA (APAC)	usarmy.meade.hqda-ocpa.mesg.apac-policy-doctrine@army.mil
Army Installation Operations, Policy and Doctrine, HQDA (DCS, G-9)	usarmy.pentagon.hqda-dcs-g-9.list.sig@army.mil
The Judge Advocate General's Legal Center and School (TJAGLCS)	usarmy.pentagon.hqda-tjaglcs.list.tjaglcs-doctrine@army.mil
Army Training Support Center (ATSC)	usarmy.jble.CAC.mbx.atsc-adtlp@army.mil

Table Of Contents | Part One | Part Two | Part Three

Doctrine Resources

"Leaders and Soldiers must understand what Army doctrine is, what its purpose is, how it is organized, and why its information is important." – ADP 1.01

Follow these resources to read, listen, and learn doctrine:

- Army Doctrine Publications Website: https://armypubs.army.mil/default.aspx
- Central Army Registry: https://rdl.train.army.mil/catalog/#/dashboard
- Combined Arms Center Doctrine Website: https://usacac.army.mil/Organizations/Centers-of-Excellence-CoE/MCCoE/CADD
- Audiobooks: https://rdl.train.army.mil/catalog/#/search?search_terms=audiobook
- "Breaking Doctrine" Podcast: https://podcasts.apple.com/us/podcast/breaking-doctrine/id1522992251
- YouTube Page: youtube.com/@usacadd/videos
- Facebook: www.facebook.com/combinedarmsdoctrinedirectorate
- X/Twitter: https://twitter.com/USArmyDoctrine
- Newsletter & Guidance: https://armyeitaas.sharepoint-mil.us/sites/TR-CAC-MCCoE-CADD/SitePages/ADPD.aspx

Follow these resources to contribute and recommend changes to doctrine:

- Worldwide Staffing Group: https://forms.osi.apps.mil/r/sVAhZnM2zJ
- Recommend Changes using DA Form 2028: https://armypubs.army.mil/productmaps/pubform/Details.aspx?PUB_ID=1004927

Quick Reference Graphics

Military Symbols FM 1-02.2

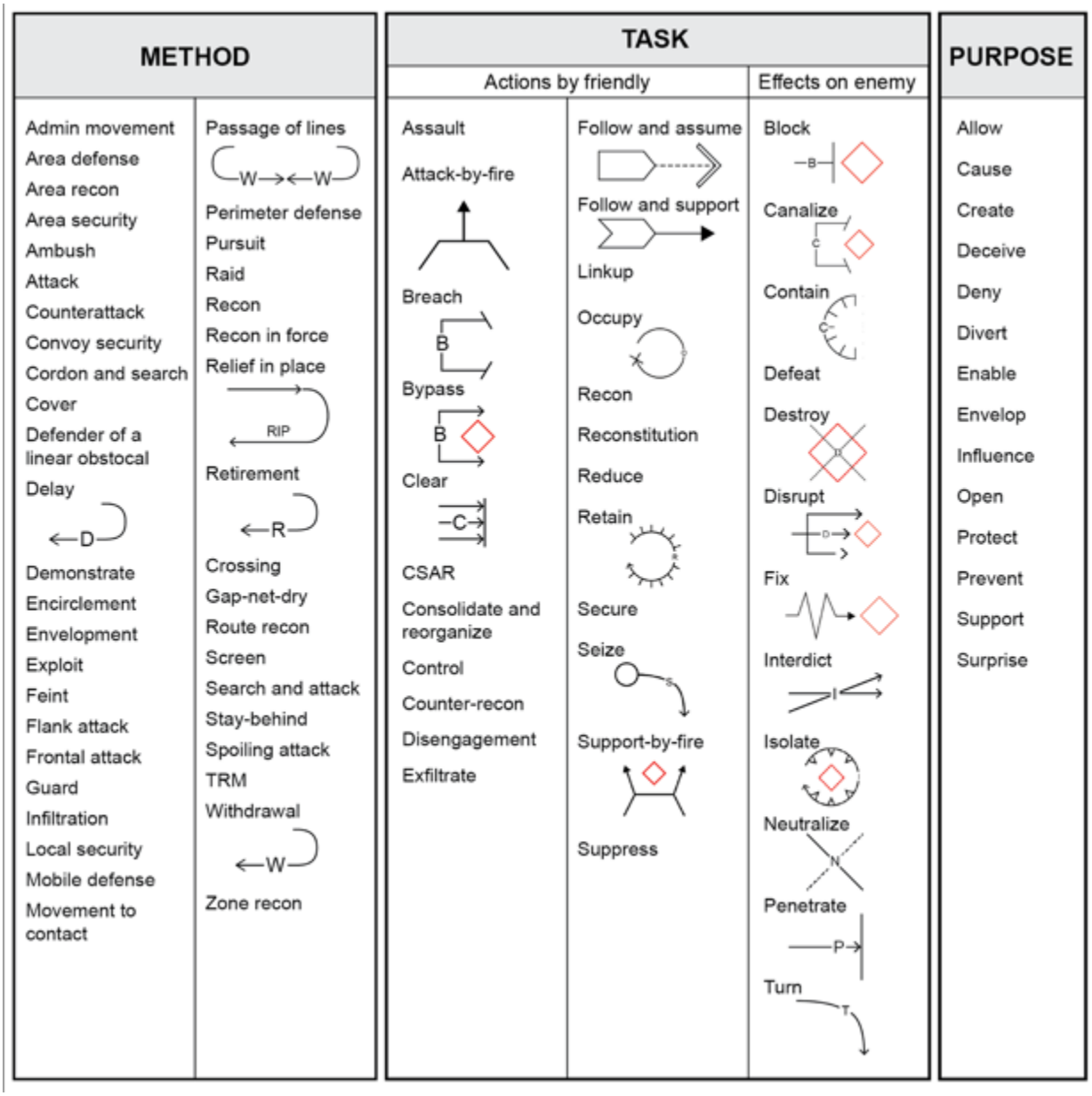


Table Of Contents | Part One | Part Two | Part Three

Quick Reference Graphics

Echelon Amplifiers FM 1-02.2, Table 2-3

Table 2-3. Echelon and non-echelon amplifiers (*continued*)

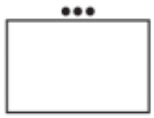
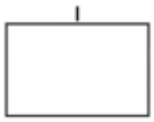
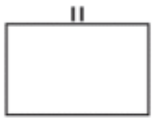
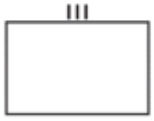
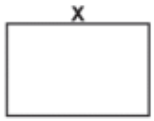
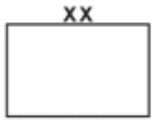
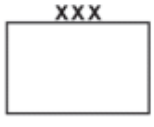
Echelon	*Amplifier*	*Amplifier Usage Construct Example*
platoon—A subdivision of a company or troop consisting of two or more squads or sections. (ADP 3-90) ***detachment***—A tactical element organized on either a temporary or permanent basis for special duties. (ADP 3-90)	●●●	
company—A unit consisting of two or more platoons, usually of the same type, with a headquarters and a limited capacity for self-support. (ADP 3-90) ***battery***—A company-size unit in a field artillery or air defense artillery battalion. (ADP 3-90) ***troop***—A company-size unit in a cavalry organization. (ADP 3-90)	I	
battalion—A unit consisting of two or more company-, battery-, or troop-size units and a headquarters. (ADP 3-90) **squadron**—A unit consisting of two or more troop-size units and a headquarters in a cavalry organization. (See ATP 3-20.96 for more information on the squadron.)	II	
regiment or group—A unit consisting of 2 or more battalions with a group or regimental headquarters.	III	
brigade—A unit consisting of two or more battalions and a headquarters company or detachment. (ADP 3-90)	X	
division—An echelon of command and tactical formation that employs brigade combat teams, multi-functional brigades, and functional brigades to achieve objectives on land. (ADP 3-90)	XX	
corps—An echelon of command and tactical formation that employs divisions, multi-functional brigades, and functional brigades to achieve objectives on land. (ADP 3-90)	XXX	

Table Of Contents | Part One | Part Two | Part Three

Quick Reference Graphics

Classes of Supply FM 1-02.2

Classes of Supply	Symbol
Class I Subsistence	
Class II Clothing, Individual Equipment	
Class III Petroleum, Oil & Lubricants (POL)	
Class IV Construction and Barrier Material	
Class V Ammunition	
Class VI Personal Items	
Class VII Major Assemblies	
Class VIII Medical Supplies	
Class IX Repair Parts	
Class X Nonstandard Items (Civil Affairs)	**CA**

Quick Reference Graphics

Levels of Warfare FM 3-0, Figure 1-2

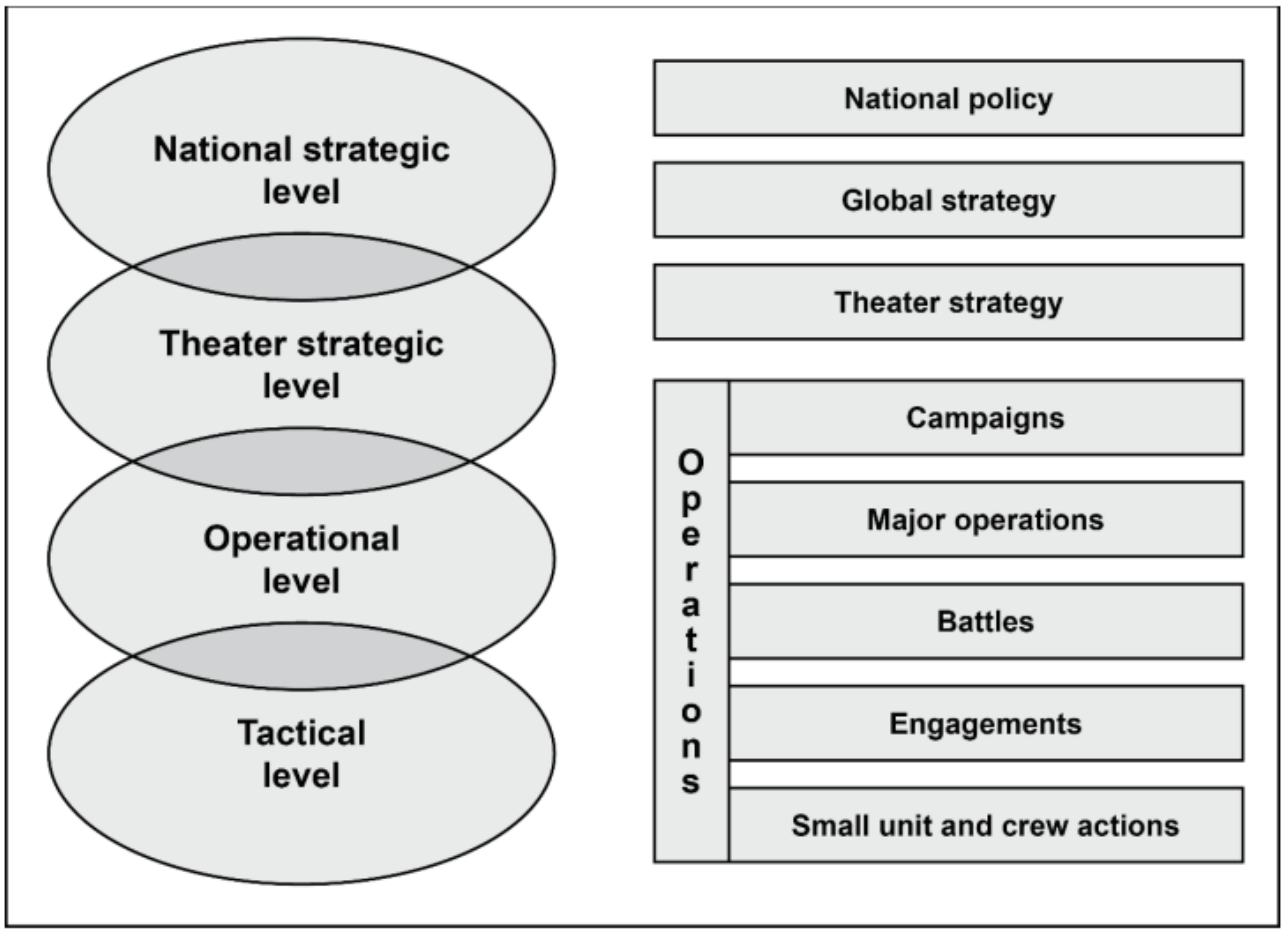


Figure 1-2. Levels of warfare

Quick Reference Graphics

Domains of an Operational Environment FM 3-0, Figure 1-4

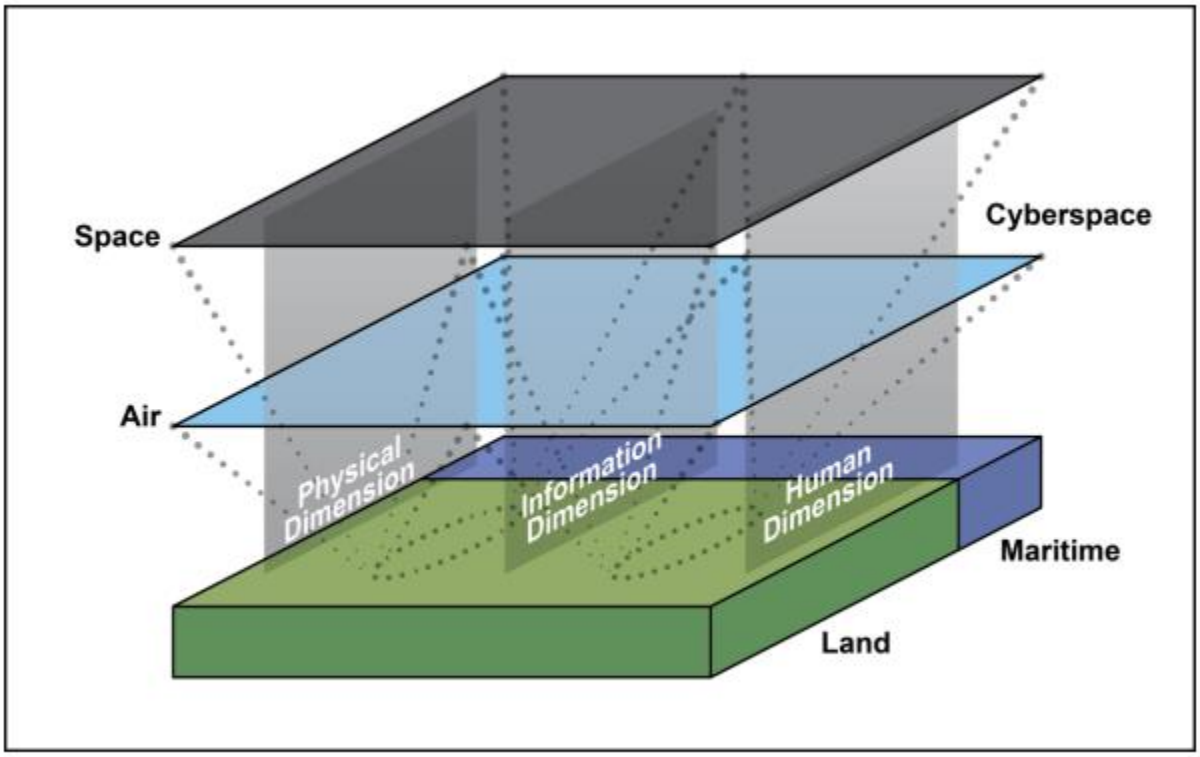


Figure 1-4. Domains and dimensions of an operational environment

Quick Reference Graphics

Army Command Relationships FM 3-0, Table B-2

Table B-2. Army command relationships

If relationship is—	*Then the inherent responsibilities are:* Have command relationship with—	May be task-organized by—	Unless modified, ADCON responsibility goes through—	Are assigned position or AO by—	Provide liaison to—	Establish/ maintain communications with—	Have priorities established by—	Authorities CDR can impose on gaining unit further command or support relationship of—
Organic	Organic HQ	Organic HQ	Organic HQ	Organic HQ	N/A	N/A	Organic HQ	Attached; OPCON; TACON; GS; GSR; R; DS
Assigned	Gaining HQ	Gaining HQ	Gaining HQ	Gaining HQ	N/A	N/A	Gaining HQ	Attached; OPCON; TACON; GS; GSR; R; DS
Attached	Gaining HQ	Gaining HQ	Gaining HQ	Gaining HQ	As required by gaining HQ	Unit to which attached	Gaining HQ	Attached; OPCON; TACON; GS; GSR; R; DS
OPCON	Gaining HQ	Parent unit and gaining unit; gaining unit may pass OPCON to lower HQ	Parent HQ	Gaining HQ	As required by gaining HQ	As required by gaining HQ and parent HQ	Gaining HQ	OPCON; TACON; GS; GSR; R; DS
TACON	Gaining HQ	Parent HQ	Parent HQ	Gaining HQ	As required by gaining HQ	As required by gaining unit and parent HQ	Gaining HQ	TACON; GS GSR; R; DS

ADCON	administrative control	GSR	general support—reinforcing
ASCC	Army Service component command	HQ	headquarters
AO	area of operations	N/A	not applicable
CDR	commander	OPCON	operational control
DS	direct support	R	reinforcing
GS	general support	TACON	tactical control

Table Of Contents | Part One | Part Two | Part Three

Quick Reference Graphics

Army Support Relationships FM 3-0, Table B-3

Table B-3. Army support relationships

If relationship is—	*Then the inherent responsibilities are:* Have command relationship with—	May be task-organized by—	Receives sustainment from—	Are assigned position or an area of operations by—	Provide liaison to—	Establish/ maintain communications with—	Have priorities established by—	Authorities a CDR can impose on gaining unit further command or support relationship by—
Direct support	Parent HQ	Parent HQ	Parent HQ	Supported HQ	Supported HQ	Parent HQ; supported HQ	Supported HQ	See note.
Reinforcing	Parent HQ	Parent HQ	Parent HQ	Reinforced HQ	Reinforced HQ	Parent HQ; reinforced HQ	Reinforced HQ; then parent HQ	Not applicable
General support–reinforcing	Parent HQ	Parent HQ	Parent HQ	Parent HQ	Reinforced HQ and as required by parent HQ	Reinforced HQ and as required by parent HQ	Parent HQ; then reinforced HQ	Not applicable
General support	Parent HQ	Parent HQ	Parent HQ	Parent HQ	As required by parent HQ	As required by parent HQ	Parent HQ	Not applicable

Note. Commanders of units in direct support may further assign support relationships between their subordinate units and elements of the supported unit after coordination with the supported commander.

CDR commander HQ headquarters

Quick Reference Graphics

Commander's Role in the Operations Process FM 5-0, Figure 1-4

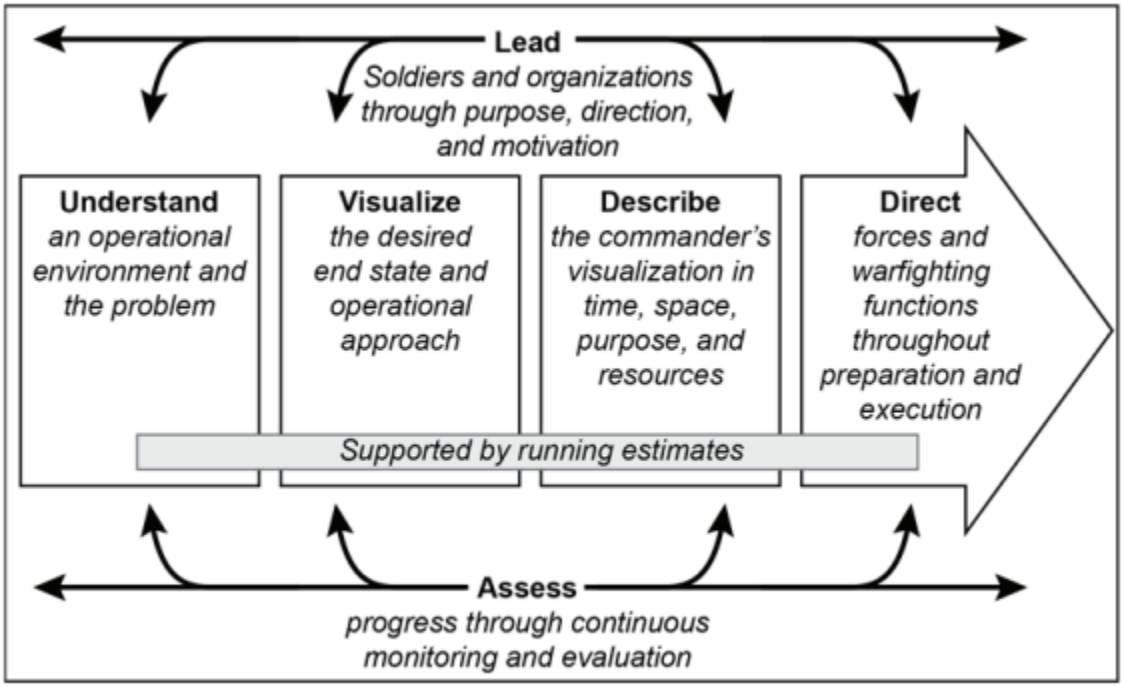


Figure 1-4. Commander's role in the operations process

Quick Reference Graphics

Seven Step Problem Solving Process FM 5-0, Figure 3-1

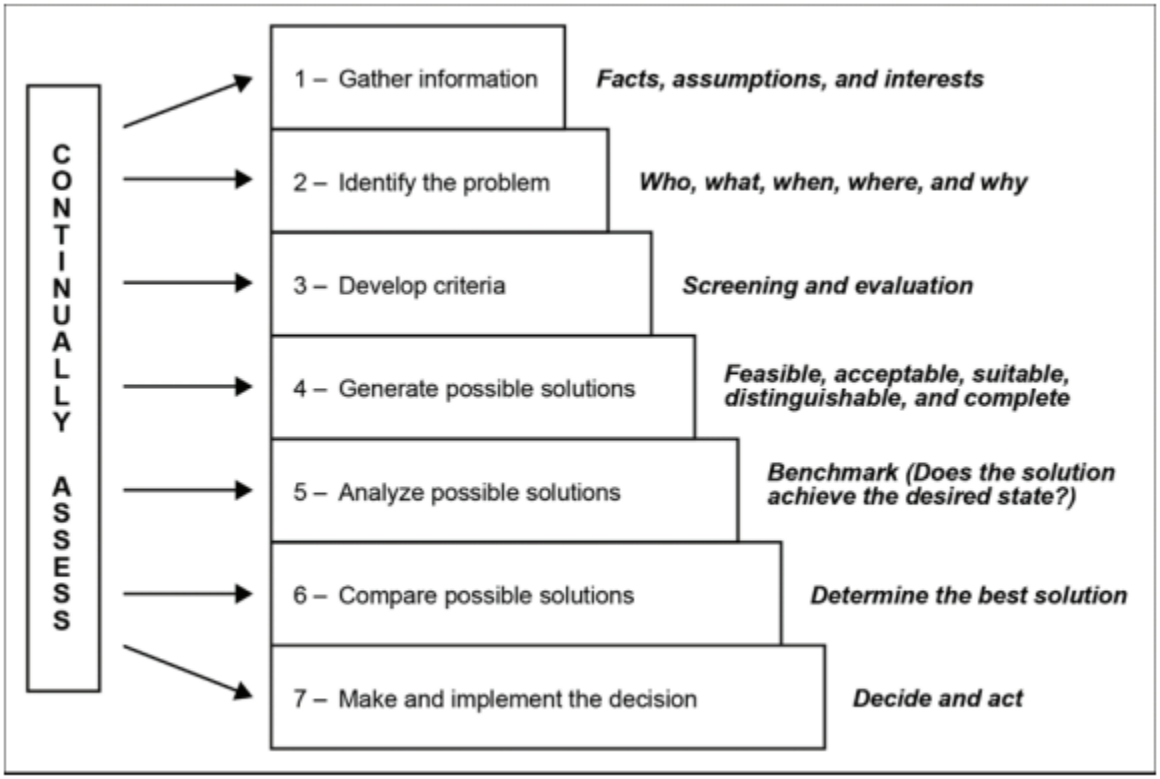


Figure 3-1. Seven step problem-solving process

Quick Reference Graphics

Military Decision-Making Process FM 5-0, Figure 5-1

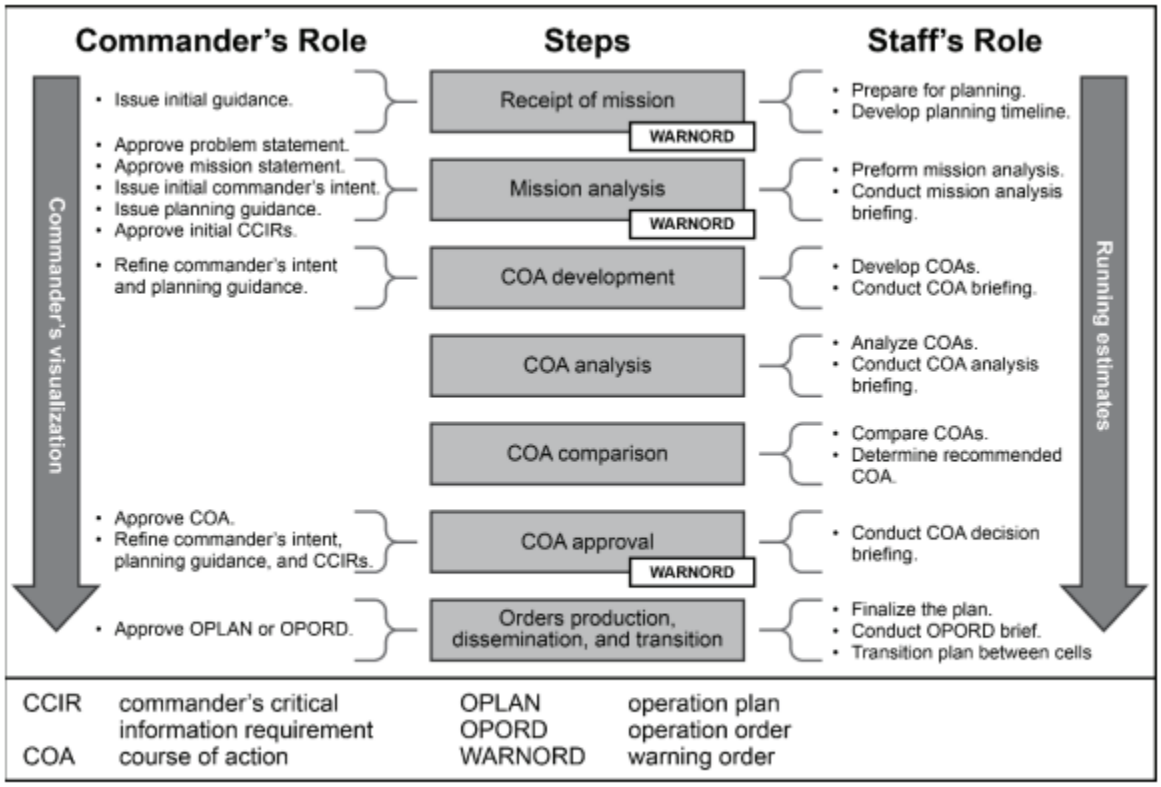


Figure 5-1. Commander and staff interaction

Quick Reference Graphics

8-Step Training Model FM 7-0, Paragraph 3-21

8-Step Training Model

- **Step 1: Plan the training event.** Leaders develop specific and measurable training objectives based on the commander's guidance. They identify and coordinate the resources necessary to train and provide guidance and direction to subordinates. Leaders allocate and ensure Soldiers have enough time for training as well as identify the required resources to train effectively. They identify potential hazards and eliminate or mitigate associated risks. Lastly, leaders develop evaluation plans that support the tasks trained.
- **Step 2: Train and certify leaders.** Certification requirements are established and leaders and trainers are certified to lead and conduct the training. Certified personnel must have detailed knowledge of the training subject matter and have performed the task to standard themselves. This step also includes training and certifying opposing force (OPFOR) leaders.
- **Step 3: Recon training sites.** Leaders perform reconnaissance of training sites and report back observations and potential issues prior to training execution. Leaders verify that training locations can support the training event and enable the unit to accomplish its training objectives. They make contact with site support personnel and solve scheduling and coordination issues.
- **Step 4: Issue the operation order (OPORD).** This order specifies responsibilities, timelines for execution, tactical scenarios, and other key information necessary to execute the training event. Leaders identify the tasks trained, training objectives, the training mission, and the methods to execute the training. Leaders ensure subordinates have all available information to prepare and execute the training event. A successful training event relies on all leaders understanding the expected outcome and remaining focused on the training objectives.
- **Step 5: Rehearse.** Leaders conduct rehearsals to ensure plans are synchronized and actions are understood by subordinates. Leaders supervise rehearsals to ensure those responsible for training are prepared and organized. This step includes conducting rehearsals necessary for OPFOR leaders and personnel.
- **Step 6: Train.** Training is executed, tasks are observed and evaluated, and training objectives are trained until proficiency is achieved. As participants perform tasks, trainers evaluate performance against published standards.
- **Step 7: Conduct after action reviews.** After action reviews (AARs) are conducted during training and after the training event. AAR feedback is provided to the unit commander to help assess task proficiency. Lessons learned are discussed, recorded for future use, and shared with other units and leaders. These reviews help improve unit training as well as the unit's tactics, techniques, and procedures (TTP).
- **Step 8: Retrain.** Tasks not performed to standard are retrained and re-evaluated until the standard is achieved. Units do not depart the training event with tasks not trained to standard and training objectives not met.

Table Of Contents | Part One | Part Two | Part Three