

Training and Evaluation Outline Report

Task Number: 71-9-6550

Task Title: Integrate Host Nation Security Forces Means (Division Echelon and Above [Operational])

Supporting Reference(s):

Step Number	Reference ID	Reference Name	Required	Primary
	ADP 3-0	Unified Land Operations	Yes	No
	FM 3-61.1	PUBLIC AFFAIRS, TACTICS, TECHNIQUES AND PROCEDURES	Yes	No
	FM 46-1	Public Affairs Operations	Yes	No
	FM 5-0	THE OPERATIONS PROCESS	Yes	No
	JP 3-0 CH 1	JOINT OPERATIONS	Yes	No
	JP 3-06	DOCTRINE FOR JOINT URBAN OPERATIONS	Yes	No
	JP 3-07.3	Peace Operations	Yes	No
	JP 3-57	CIVIL-MILITARY OPERATIONS	Yes	Yes
	JP 3-61	Doctrine for Public Affairs in Joint Operations	Yes	No
	JP 4-01.6	Joint Tactics, Techniques, and Procedures for Joint Logistics Over the Shore	Yes	No
	JP 5-0	JOINT OPERATION PLANNING	Yes	No
	JP 6-0	JOINT COMMUNICATIONS SYSTEM	Yes	No

Condition: The command is conducting or preparing to conduct operations as a joint task force, joint force land component command, Army forces, or Army service component command headquarters. The command's headquarters may or may not have integrated joint staff augmentation, liaisons, unit, and individual attachments. The command has received an operations plan, or warning, operations, or fragmentary order from higher headquarters and is exercising mission command. The commander has issued guidance on integrating host nation security forces and means. The command is prepared to interface with joint, interagency, governmental authorities, nongovernmental organizations, and multinational forces. The command has established communications with subordinate and adjacent units, and higher headquarters. The mission command system is operational and processing information in accordance with standard operating procedures. Some iterations of this task should be performed in MOPP.

Standard: The staff integrates host nation (HN) security force and means into joint operations. The staff integrates HN police, fire departments, military internal security forces, communications infrastructure, constabulary, rescue agencies, and penal institutions into the security plan for the operational area. The staff develops a plan that provides for countering the perception of an outward appearance of occupation and unrestrained control by U.S. forces during the conduct of military operations to include: foreign internal defense, humanitarian assistance, peace operations, and stability operations by integrating HN security forces into the political and operational scheme. The end state of integration was overt acts that show the HN populace, as well as external audiences, that U.S. intentions to maintain or restore the host nation sovereignty were genuine.

Note: Task steps and performance measures may not apply to every staff, unit or echelon. Prior to evaluation, coordination should be made between evaluator and the evaluated staffs or units' higher headquarters to determine the performance measures that may not be evaluated.

Special Equipment: None

Safety Level: Low

Task Statements

Cue: None

DANGER

Leaders have an inherent responsibility to conduct Composite Risk Management to ensure the safety of all Soldiers and promote mission accomplishment.

WARNING

Composite Risk Management is the Army's primary decision-making process to identify hazards, reduce risk, and prevent both accidental and tactical loss. All soldiers have the responsibility to learn and understand the risks associated with this task.

CAUTION

Identifying hazards and controlling risks across the full spectrum of Army functions, operations, and activities is the responsibility of all Soldiers.

Remarks: While Army doctrine has changed to mission command over command and control (C2 - which is now a component of mission command), and changed from using ISR (Intelligence, Reconnaissance and Surveillance) to information collection (comprised of reconnaissance and surveillance, security operations, and intelligence operations), joint doctrine still retains the primacy of C2 over mission command as well as the use of ISR. Commanders and staffs of Army headquarters serving as a joint task force, joint force land component command, Army forces, or Army service component command headquarters should refer to applicable joint or multinational doctrine for the exercise and use of C2 and ISR.

Note: Task content last updated: 02 February 2012

Notes: None

TASK STEPS

1. The staff organizes:

- a. Verify the joint task force (JTF) staff is composed of appropriate members in key positions of responsibility from each service or functional component or subordinate task force having significant forces assigned to the command.
- b. Verify the staff is composed of service members that comprise elements of the joint force.
- c. Verify that qualified staff personnel possess: the attributes of knowledge, confidence, candor, and preparedness to represent their unit and service; understanding that they represent their service and are, in fact, the service "expert"; and the ability to work as part of a joint team.
- d. Establish a staff orientation program.
- e. Coordinate a rotation policy with the support of the Combatant Commander, if appropriate.
- f. Establish a sufficient pool of linguists and interpreters.
- g. Disseminate the commander's intent and make sure that it is understood by the staff.
- h. Establish a stability operations center that integrates HN police, fire and military internal security forces into a security plan for the operational area.

2. The staff conducts planning:

- a. Establish plans that reflect unity of effort, simplicity, alternative options, and priorities.
- b. Develop security plans based upon the commander's mission statement, associated guidance, and intentions.
- c. Verify that commanders have a clear understanding of the legal basis and limits pertaining to employment of military police and/or security forces and law enforcement activities in the joint operations area (JOA).
- d. Maintain regular contact and dialogue with Department of State (DOS) representatives and the Country Team.
- e. Obtain DOS briefings about regional and local factors that address dealing with the civilian population.
- f. Make effective use of political decisions in the development of military planning and decision making.
- g. Establish planning factors that address differing legal institutions, customs, social relationships, economic conditions, and organization.

3. The staff establishes mission command:

- a. Establish or coordinate clearly defined relationships between and among non-governmental organizations (NGO), military forces, United Nations (UN) agencies, international organizations, country elements, and coalition governments that foster harmony and reduce friction between parties.
- b. Establish an inter-operable mission command system with interagency hierarchies where possible.
- c. Establish direct communications between commanders and non-military participants that promote effective coordination and decision-making.
- d. Establish procedures and methods that achieve unity of effort through continuous interagency and interdepartmental coordination and cooperation.

e. Coordinate with non-military agencies to verify the existence of established communications networks in current use.

f. Establish processes and procedures that utilize commercial off-the-shelf communications equipment when situations permit.

g. Verify that secure military communication networks and means are available and accessible only by those cleared to use them.

4. The staff executes operations:

a. Verify that the commander's concept of operations is disseminated and clearly understood by all parties involved.

b. Establish a command environment that facilitates a refocus of thinking or transition from warfighting to peace operations across the JOA.

c. Establish integrated U.S. military-HN procedures to maintain physical security including police and fire protection.

d. Establish integrated U.S. military-HN procedures for patrolling and manning checkpoints.

e. Establish integrated U.S. military-HN procedures for convoy defense.

f. Establish integrated U.S. military-HN procedures for contributing to a reaction force.

g. Establish integrated U.S. military-HN procedures for assistance and liaison to civil police forces.

h. Establish integrated U.S. military-HN procedures for handling, processing, safeguarding, and accounting for prisoners and other detainees.

i. Establish effective military information support operations (MISO) to support U.S. objectives, the Combatant Commander's regional security strategy and the objectives of the country team.

j. Integrate the activities of civilian and military authorities to exercise populace and resource control.

k. Establish measures for populace controls that may have included curfews, movement restrictions, travel permits, registration cards, and resettlement of villagers.

l. Establish measures for resource controls that include licensing, regulations or guidelines, checkpoints, ration controls, amnesty programs, and inspection of facilities.

m. Conduct a protection warfighting function security program that protects personnel, facilities, information and equipment.

n. Apply physical security measures to deter, detect and defend against threats from terrorists, criminals and unconventional forces.

o. Apply operations security (OPSEC) measures to minimize the "signature" of joint force activities, avoid set patterns, and employ deception when patterns could not be altered.

5. The staff plans logistics support:

a. Link the logistic concept to the operational strategy.

- b. Assess risks related to the logistic plan and developed courses of action (COAs) that attempt to mitigate the risks.
- c. Develop plans for locating logistic bases as close as possible to project recipients.
- d. Estimate requirements for logistics, associated support facilities and infrastructure necessary to sustain HN security force and means.
- e. Confirm that logistic plans are sufficiently detailed and specific enough to consider the needs of the local population.
- f. Configure the stability operations center to facilitate support to both military and nonmilitary humanitarian logistic operations.

6. The staff plans public affairs (PA) operations:

- a. Provide media support to explain friendly intentions of United States military involvement, HN security forces successes, and aid in gaining public support and understanding of U.S. objectives.
- b. Utilize PA organizations to present a consistent message at all levels of command.
- c. Provide for extensive media coverage during integration of HN security forces and leverage it for a strategic and tactical advantage.
- d. Allow as much media access as possible, and within reason, depending on security concerns during the operation.

7. The staff plans legal support:

- a. Provide advice and assistance in preparation and review of plans for consistency between U.S. and HN laws, and with the rules and principles of international law (Staff Judge Advocate [SJA]).
- b. Provide pre-deployment legal training to personnel and units preparing to become involved in HN security.
- c. Provide legal advice to all personnel concerning the status of forces agreement and other current relevant agreements.
- d. Verify that multinational forces under U.S. control interpret the rules of engagement in the same manner as U.S. forces.

8. The staff monitors training:

- a. Train the staff on the integration of HN security forces and means, in place, before operations begin.
- b. Verify that the stability operations center staff is fully trained for their designated mission.
- c. Verify that all military personnel are trained to recognize human rights violations as contained in the Geneva Conventions, to avoid aiding in any violations, and to report violations to their chain of command.

(Asterisks indicates a leader performance step.)

PERFORMANCE MEASURES	GO	NO-GO	N/A
1. The staff organized:			
a. Verified the joint task force (JTF) staff is composed of appropriate members in key positions of responsibility from each service or functional component or subordinate task force having significant forces assigned to the command.			
b. Verified the staff is composed of service members that comprise elements of the joint force.			
c. Verified that qualified staff personnel possess: the attributes of knowledge, confidence, candor, and preparedness to represent their unit and service; understanding that they represent their service and are, in fact, the service "expert"; and the ability to work as part of a joint team.			
d. Established a staff orientation program.			
e. Coordinated a rotation policy with the support of the Combatant Commander, if appropriate.			
f. Established a sufficient pool of linguists and interpreters.			
g. Disseminated the commander's intent and made sure that it was understood by the staff.			
h. Established a stability operations center that integrates HN police, fire and military internal security forces into a security plan for the operational area.			
2. The staff conducted planning:			
a. Established plans that reflect unity of effort, simplicity, alternative options, and priorities.			
b. Developed security plans based upon the commander's mission statement, associated guidance, and intentions.			
c. Verified that commanders have a clear understanding of the legal basis and limits pertaining to employment of military police and/or security forces and law enforcement activities in the joint operations area (JOA).			
d. Maintained regular contact and dialogue with Department of State (DOS) representatives and the Country Team.			
e. Obtained DOS briefings about regional and local factors that address dealing with the civilian population.			
f. Made effective use of political decisions in the development of military planning and decision making.			
g. Established planning factors that address differing legal institutions, customs, social relationships, economic conditions, and organization.			
3. The staff established mission command:			
a. Established or coordinated clearly defined relationships between and among non-governmental organizations (NGO), military forces, United Nations (UN) agencies, international organizations, country elements, and coalition governments that foster harmony and reduce friction between parties.			
b. Established an inter-operable mission command system with interagency hierarchies where possible.			
c. Established direct communications between commanders and non-military participants that promote effective coordination and decision-making.			
d. Established procedures and methods that achieve unity of effort through continuous interagency and interdepartmental coordination and cooperation.			
e. Coordinated with non-military agencies to verify the existence of established communications networks in current use.			
f. Established processes and procedures that utilize commercial off-the-shelf communications equipment when situations permit.			
g. Verified that secure military communication networks and means are available and accessible only by those cleared to use them.			
4. The staff executed operations:			
a. Verified that the commander's concept of operations is disseminated and clearly understood by all parties involved.			
b. Established a command environment that facilitates a refocus of thinking or transition from warfighting to peace operations across the JOA.			
c. Established integrated U.S. military-HN procedures to maintain physical security including police and fire protection.			

d. Established integrated U.S. military-HN procedures for patrolling and manning checkpoints.			
e. Established integrated U.S. military-HN procedures for convoy defense.			
f. Established integrated U.S. military-HN procedures for contributing to a reaction force.			
g. Established integrated U.S. military-HN procedures for assistance and liaison to civil police forces.			
h. Established integrated U.S. military-HN procedures for handling, processing, safeguarding, and accounting for prisoners and other detainees.			
i. Established effective military information support operations (MISO) to support U.S. objectives, the Combatant Commander's regional security strategy and the objectives of the country team.			
j. Integrated the activities of civilian and military authorities to exercise populace and resource control.			
k. Established measures for populace controls that may have included curfews, movement restrictions, travel permits, registration cards, and resettlement of villagers.			
l. Established measures for resource controls that include licensing, regulations or guidelines, checkpoints, ration controls, amnesty programs, and inspection of facilities.			
m. Conducted a protection warfighting function security program that protects personnel, facilities, information and equipment.			
n. Applied physical security measures to deter, detect and defend against threats from terrorists, criminals and unconventional forces.			
o. Applied operations security (OPSEC) measures to minimize the "signature" of joint force activities, avoid set patterns, and employ deception when patterns could not be altered.			
5. The staff planned logistics support:			
a. Linked the logistic concept to the operational strategy.			
b. Assessed risks related to the logistic plan and developed courses of action (COAs) that attempt to mitigate the risks.			
c. Developed plans for locating logistic bases as close as possible to project recipients.			
d. Estimated requirements for logistics, associated support facilities and infrastructure necessary to sustain HN security force and means.			
e. Confirmed that logistic plans are sufficiently detailed and specific enough to consider the needs of the local population.			
f. Configured the stability operations center to facilitate support to both military and nonmilitary humanitarian logistic operations.			
6. The staff planned public affairs (PA) operations:			
a. Provided media support to explain friendly intentions of United States military involvement, HN security forces successes, and aid in gaining public support and understanding of U.S. objectives.			
b. Utilized PA organizations to present a consistent message at all levels of command.			
c. Provided for extensive media coverage during integration of HN security forces and leverage it for a strategic and tactical advantage.			
d. Allowed as much media access as possible, and within reason, depending on security concerns during the operation.			
7. The staff planned legal support:			
a. Provided advice and assistance in preparation and review of plans for consistency between U.S. and HN laws, and with the rules and principles of international law (Staff Judge Advocate [SJA]).			
b. Provided pre-deployment legal training to personnel and units preparing to become involved in HN security.			
c. Provided legal advice to all personnel concerning the status of forces agreement and other current relevant agreements.			

Step Number	Task Number	Title	Proponent	Status
	71-8-5115	Provide Operational Law Support (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5334	Conduct Public Affairs Operations (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5450	Conduct Negotiations with and Between Other Government Agencies and NonGovernmental Organizations (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5713	Develop Rules of Engagement and Early Warning Procedures for Air Defense in the Area of Operation (Brigade - Corps)	71 - Combined Arms (Collective)	Approved
	71-9-4500	Manage Logistics Support in Joint Operations Area (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-5510	Develop a Joint Force Command and Control Structure (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-5520	Develop Joint Force Liaison Structure (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-5570	Conduct Joint Force Staff Operations (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-5800	Provide Public Affairs in the Joint Operations Area (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-6500	Provide Security for Operational Forces (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved

Supporting Individual Task(s):

Step Number	Task Number	Title	Proponent	Status
	052-250-1005	Comply with Host Nation, Federal, State and Local Environmental Protection Laws and Regulations	052 - Engineer (Individual)	Approved
	113-438-9001	Integrate Allied, Host Nation, Joint, and Non-governmental Agencies Information Systems	113 - Signal (Individual)	Approved

Supporting Drill Task(s): None

TADSS

Step ID	TADSS ID	Title	Product Type	Quantity
No TADSS specified				

Equipment (LIN)

Step ID	LIN	Nomenclature	Qty
No equipment specified			

Material Items (NSN)

Step ID	NSN	LIN	Title	Qty
No equipment specified				

Environment: Environmental protection is not just the law but the right thing to do. It is a continual process and starts with deliberate planning. Always be alert to ways to protect our environment during training and missions. In doing so, you will contribute to the sustainment of our training resources while protecting people and the environment from harmful effects. Refer to FM 3-34.5 Environmental Considerations and GTA 05-08-002 ENVIRONMENTAL-RELATED RISK ASSESSMENT.

Safety: In a training environment, leaders must perform a risk assessment in accordance with FM 5-19, Composite Risk Management. Leaders will complete a DA Form 7566 COMPOSITE RISK MANAGEMENT WORKSHEET during the planning and completion of each task and sub-task by assessing mission, enemy, terrain and weather, troops and support available-time available and civil considerations, (METT-TC). Note: During MOPP training, leaders must ensure personnel are monitored for potential heat injury. Local policies and procedures must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines IAW FM 3-11.4, NBC Protection, FM 3-11.5, CBRN Decontamination. .