Annex (Action Plan for Army Stability Operations) to Army Campaign Plan

(U) References.


1. (U) Situation.

a. (U) Overview.

   (1) (U) National Policy.

   (a) (U) National Security Presidential Directive 44 (NSPD 44), Management of Interagency Efforts Concerning Reconstruction and Stabilization, states that the US will work to anticipate state failure, avoid it wherever possible, and respond quickly and effectively when necessary and appropriate to promote peace, security, development, democratic processes, market economies, and the rule of law. Such work should aim to enable governments abroad to exercise sovereignty over their own territories and to prevent them from being used as a base of operations or safe haven for extremists, terrorists, crime groups, or others who pose a threat to US security.

   (b) (U) The Secretary of State will coordinate and lead integrated US Government (USG) efforts to prepare, plan for, and conduct stabilization and reconstruction activities. The Secretary of State will coordinate with the Secretary of Defense to ensure harmonization with any planned or ongoing military operation across the spectrum of conflict.
Annex (Action Plan for Army Stability Operations) to Army Campaign Plan

(c) (U) The Secretaries of State and Defense will integrate stabilization and reconstruction contingency plans with military contingency plans and will develop a general framework for fully coordinating stabilization and reconstruction activities and military operations at all levels.

(2) (U) DOD Policy.

(a) (U) DOD Directive 3000.05, Military Support for Stability, Security, Transition and Reconstruction (SSTR) Operations, establishes stability operations (SO) as a core US military mission which will be given priority comparable to combat operations and be explicitly addressed and integrated across all DOD activities.

(b) (U) Though many SO tasks are best performed by indigenous, foreign, or US civilian professionals, the military will be prepared to perform all tasks necessary to establish or maintain order when civilians cannot do so.

(c) (U) Military-civilian teams are a critical USG SO tool. DOD will continue to lead and support the development of military-civilian teams.

(d) (U) DOD will develop greater means to help build other countries’ security capacity quickly to ensure security in their own lands or to contribute forces to SO elsewhere.

(e) (U) Military plans will address SO requirements throughout all phases of an operation or plan as appropriate.

(f) (U) The services will develop SO capabilities to support these policies.

(3) (U) Supporting Documents.

(a) (U) The 2004 Defense Science Board Study “Transition to and from Hostilities” recognized that achieving stability requires effective planning and preparations prior to hostilities, as well as the employment of capabilities that are not traditional to the US military. The study identified two dimensions to enhancing effectiveness in the transition to and from hostilities: the management discipline used by the military services to plan and prepare for combat operations must be extended to peacetime activities and that DOD must build and maintain certain fundamental capabilities, now lacking, that are critical to success in SO.

(b) (U) The 2005 Report of the Defense Science Board Task Force on Institutionalizing Stability Operations Within DOD recognized that even though SO are as pervasive as combat operations across DOD, high level leadership and management is currently needed to accelerate the embracing of SO as a core activity of DOD. Most importantly, this report ushered the signing of DOD Directive 3000.05.
(c) (U) The Military Support to SSTR Operations Joint Operating Concept (JOC) describes how the future Joint Force Commander will provide military support to stabilization, security, transition, and reconstruction operations within a military campaign in pursuit of national strategic objectives in the 2014-2026 time frame. This JOC posits an operational level solution for a very challenging future military problem: how the Joint Force can more effectively prepare for SO to assist governments or regions under serious stress. Additionally, this JOC identifies the operational capabilities required for achieving military campaign objectives and effects in support of national strategic end-states.

(4) (U) Joint and Army Doctrine Definitions.

(a) (U) Full spectrum operations conducted overseas simultaneously combine three elements: offensive, defensive, and SO. These combinations are conducted simultaneously to seize, retain, and exploit the initiative using lethal and nonlethal actions, controlling the nature, scope, and tempo of land operations across the spectrum of conflict. Each element of full spectrum operations is necessary in any campaign or joint operation, and the effort afforded to each component is proportional to the mission and varies with the situation. The full spectrum concept recognizes that conflict involves more than combat between armed opponents and that Army forces must defeat enemies and simultaneously shape the civil situation through stability operations (FM 3-0).

(b) (U) Stability operations encompass various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment, and to provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief. US military ground forces should be prepared to lead the activities necessary to accomplish these tasks when indigenous civil, USG, multinational, or international capacity does not exist or is incapable of assuming responsibility. Stability operations support USG plans for stability, security, transition, and reconstruction (SSTR) operations (JP 3-0). Army SO consists of five basic tasks:

- Establish Civil Security. Protecting the populace from external and internal threats. Security is essential to success; it provides for the basic safety of the force and populace and underpins the efforts of the other instruments of national power.

- Establish Civil Control. Regulating the behavior and activities of individuals and groups to reduce risk to individuals or groups and to promote security. Control channels the population’s activity to allow for the provision of security and essential services while coexisting with a military force conducting operations.

- Restore Essential Services. Essential services include emergency life-saving medical care, the prevention of epidemic disease, provision of food and water, provision of emergency shelter from the elements, and the provision of basic sanitation.
Annex (Action Plan for Army Stability Operations) to Army Campaign Plan

- **Support Governance.** The provision of societal control functions that include regulation of public activity, rule of law, taxation, maintenance of security, control and essential services, and normalizing means of succession of power.

- **Support Economic and Infrastructure Development.** Direct and indirect military assistance to local, regional, and national economic and infrastructure development to provide an indigenous capacity and capability for continued economic and infrastructure development.

Each of these tasks, in turn, complements and reinforces the USG technical sectors set forth in the Department of State Essential Task List (FM 3-0).

(5) In 2003, to improve senior Army leaders' ability to lead change, the Army developed areas of immediate focus. Two of these 20 Focus Areas included *Improving Capabilities for Stability Operations* and *Improving Proficiencies against Irregular Challenges*. The Focus Area leads were tasked to identify ongoing and recommended future initiatives to increase Army capabilities to plan and conduct stability operations and to address the irregular warfare challenge. The initiatives identified under these Focus Areas are incorporated into this plan.

(6) (U) This Army Action Plan (AAP) serves as the plan for improving Army capabilities and capacities to execute SO, as well as for implementing DoD Directive 3000.05, *Military Support for Stability Operations*. This plan reconciles the future requirements identified in the Military Support to SSTR Operations JOC. The AAP for SO is the keystone document that integrates SO policy, initiatives, and activities across the Army. These initiatives and activities include, but are not limited to, SO doctrine, organizations, training, materiel, leadership and education, personnel, and facilities (DOTMLPF), and planning. The G-3/5/7 is the Army senior officer for SO initiatives.

b. (U) **Strategic Context.** One result of US military dominance is our enemies' continued attempts to defeat us during SO. Since 1990, stability operations have stressed Army forces at a rate that far exceeds combat operations. Stability operations account for six times the cost in lives and five times the cost in dollars when compared with major combat operations.¹ In most future conflicts, national objectives will not be achieved without successful SO. While maintaining its warfighting edge, the Army must place greater emphasis on winning in SO through the development of new and improved capabilities.

2. (U) **Mission.** Focus, integrate, and institutionalize Army activities to improve the Army’s capability and capacity to conduct SO in a joint, interagency and multinational (JIM) environment. Direct the development of DOTMLPF solutions that positively impact the Army’s ability to effectively conduct SO.

¹ Data from Washington Headquarters Services Directorate for Information Operations & Reports - Statistical Information Analysis Division.
3. (U) **Execution.**

   a. (U) **Concept of Operations.**

      (1) (U) **Intent.**

         (a) (U) Develop and institutionalize existing SO capabilities, establish and
         address required capabilities and capacities that do not exist, and report progress
         toward achieving these requirements.

         (b) (U) This plan serves as the basis for planning related to Army SO.

      (2) (U) **Endstate.** Stability operations are a core military mission that the U.S.
      Army will conduct and support, in conjunction with JIM organizations, or alone if
      necessary. SO is explicitly documented, addressed and integrated across all
      DOTMLPF activities:

         (a) (U) The Army fully incorporates all aspects of SO across doctrine and
         includes its considerations in future concepts.

         (b) (U) The military and civilian components of the Army are capable of
         conducting SO as an integrated element of full spectrum operations.

         (c) (U) Unit training programs and curricula in individual and professional
         military education prepare personnel for SO.

         (d) (U) Personnel with SO-related skills are adequately allocated and
         resourced; leader development systems prepare leaders for the demands of SO.

   (3) (U) **Stability Operations Organizations.**

      (a) (U) **Department of State (DoS):** In accordance with NSPD 44, The
      Coordinator for Reconstruction and Stabilization (S/CRS) is responsible for USG efforts
      to prepare, plan for, and conduct national reconstruction and stabilization efforts.

      (b) (U) **Department of Defense (DoD):** The Deputy Assistant Secretary of
      Defense for Stability Operations Capabilities (DASD(STB)) is the DoD lead for SO
      policy; the office is organized under the Office of the Assistant Secretary of Defense for
      Special Operations and Low Intensity Conflict and Interdependent Capabilities
      (ASD(SOLIC&IC)), in the Office of the Under Secretary of Defense for Policy.

      (c) (U) **Joint Staff:** The Stability Operations and Security Assistance
      Division (SOSAD) is the Joint Staff lead for SO policy; organized under the Deputy
      Director for Global Strategic Partnerships, DJ-5.
(d) (U) U.S. Army: The Stability Operations Division (DAMO-SSO) is the Army lead for focusing and integrating SO-related activities to improve capability and capacity to conduct SO; organized under the Army G-3/5/7 Strategy, Plans and Policy Directorate. In support of the G-3/5/7, the U.S. Army Peacekeeping and Stability Operations Institute (PKSOI) assists in shaping military concept and doctrine development for stability, reconstruction and peace operations, conducts senior leader education, and facilitates the integration of effort among the Army and JIM organizations.

b. (U) Tasks.

(1) (U) Tasks to Army Commands:

(a) (U) CG, U.S. Army Forces Command (FORSCOM).

1. (U) Provide, sustain and reconstitute trained and ready forces to support Combatant Commanders’ requirements for SO as an element of full spectrum operations.

2. (U) In conjunction with JFCOM, develop command and support relationships that effectively integrate interagency support and civilian-military teaming for SO.

3. (U) Support Army G-3/5/7 efforts and the Irregular Warfare action plan (TBP) to increase the general purpose force (GPF) capability and capacity to conduct foreign internal defense (FID) missions.

4. (U) Support joint and interagency requests for personnel and assistance to bolster the capabilities of USG departments and agencies to prepare to conduct SO.

5. (U) Increase number of U.S. Army Military Police School (USAMPS) Inter-Service Nonlethal Individual Weapons Instructors Course (INIWIC) graduates at the BCT level to ensure adequate capability to train and familiarize units in non-lethal weapons and tactics in full spectrum operations.

6. (U) Develop and execute a program with major regional municipal organizations to educate Officers and Senior NCOs on industry best practices in areas that support Army forces conducting SO. Areas of investigation should include, but not be limited to, civil engineering, environmental, educational, public health systems, and policing best practices.

(b) (U) CG, U.S. Army Materiel Command (AMC). (U) Integrate support to SO into AMC’s mission to provide and sustain superior technology and integrated logistics solutions to enable US and Allied Land Forces to dominate the battlefield.
Annex (Action Plan for Army Stability Operations) to Army Campaign Plan

(c) (U) **CG, U.S. Army Training and Doctrine Command (TRADOC).**

1. (U) Revise Army SO doctrine. Integrate Army SO doctrine with joint and interagency processes.
   
   a. (U) Publish a Commander’s Handbook for Stability Operations with comprehensive coverage of all elements of SO.
   
   b. (U) Ensure the integration of land force capabilities in the development of joint operating, functional and integrating SO concepts. Ensure Army Operating and Functional Concepts include sufficient discussion of SO and the capabilities required to conduct them.
   
   c. (U) Coordinate with USASOC to ensure SO doctrine fully integrates Civil Affairs (CA) activities in support of SO.
   
   d. (U) Develop associated tasks, assessment tools, and processes to support SO.
   
   e. (U) Develop doctrine for identifying, securing, and safeguarding critical host nation information and documents, including but not limited to court documents, criminal records, bank records, tax documents, government regulations, land deeds and private industry records.
   
   f. (U) Develop doctrine that addresses sustainment considerations for SO.
   
   g. (U) Develop doctrine and training outlines for securing host-nation munitions and large-scale caches of toxic industrial chemicals/materials.
   
   h. (U) Work with the Army Chief of Military History and command historians to ensure SO doctrine developers at centers/schools/agencies are properly supported with appropriate and timely historical studies.
   
   i. (U) Ensure revisions to doctrine address the requirements for updated Signal doctrine for SO, which require extensive communications network support for command and control of military and civil support functions and the restoration or augmentation of host nation information infrastructures.
   
   j. (U) Support FORSCOM task to develop command and support relationships that more effectively integrate interagency support and civilian-military teaming for SO with appropriate doctrine and training.

2. (U) Assess the roles and missions of Military Police (MP) in order to determine what tasks may be executed by the General Purpose Force (GPF) and what tasks require MPs. Make appropriate changes to doctrine and training.
3. (U) In conjunction with US Army Special Operations Command (USASOC), assess the appropriate roles and missions of GPF and Special Operations Forces (SOF) and make recommendations for divestiture of tasks that do not require special operations skills. Develop and implement solutions to meet the requirements of tasks divested from SOF to GPF. Ensure doctrine exists for GPF-designated FID, to include areas such as nation assistance (NA), peace operations (PO), and foreign humanitarian assistance (FHA). Pursue the establishment of skill identifiers (ASI)/specialty skill identifiers (SSI) as appropriate.

4. (U) Review Division, Corps, and Theater Army design for sufficiency of staff elements’ capability to plan for and conduct SO throughout all phases of an operation. Review must specifically address the C2 of all five SO tasks (Establish Civil Security, Establish Civil Control, Restore Essential Services, Support Governance, and Support Economic and Infrastructure Development). Advising host nation ministries and training of security forces (police, military, border guards) must be addressed. Consider design adjustments if needed.

5. (U) Develop doctrine and processes for a comprehensive approach to Security Sector Reform (SSR) which is synchronized with the JIM community. Include considerations for viability and adaptability of short-term solutions into sustainable long-term systems.

   a. (U) Develop, update, integrate, and synchronize MP, Judge Advocate (JA), and other doctrine as necessary, and integrate with CA doctrine, for restoring or implementing host-nation rule of law components (law enforcement, penal, and judicial systems) in the absence of or limited capacity of other JIM organizations. Consideration must be given to ensure an operational apparatus exists to link these systems among JIM, non-governmental organization (NGO) and the host nation government agencies.

   b. (U) Develop an operational model for the horizontal and vertical development and sustainment of any host-nation police organizations from the national/ministerial level to the local.station level encompassing at a minimum police operations, manning, training, logistics and administrative domains.

   c. (U) Develop an operational model for the horizontal and vertical development and sustainment of any host-nation penal system organizations from the national/ministerial level to the local/jail level encompassing at a minimum penal facility operations, manning, training, logistics and administrative domains.

   d. (U) In coordination with The Judge Advocate General, develop an operational model for the horizontal and vertical development and sustainment of any host-nation judicial systems from the national/ministerial level to the local/court level encompassing at a minimum judicial operations, manning, training, logistics and administrative domains.
e. (U) Develop an operational model for the horizontal and vertical development and sustainment of any host-nation border security forces encompassing at a minimum operations, manning, training, logistics and administrative domains.

f. (U) Develop an operational model for the horizontal and vertical development and sustainment of any host-nation military forces encompassing at a minimum operations, manning, training, logistics and administrative domains.

g. (U) Review and recommend changes to the capability of the Army to plan for, train, employ and sustain MP customs capabilities to support border control operations until either JIM or host nation forces are capable.

h. (U) Develop doctrine and processes for vetting potential recruits and applicants for host nation foreign security/military/police forces.

i. (U) Ensure appropriate doctrine and training exists to allow units to conduct disarmament, demobilization and reintegration (DDR) in conjunction with the JIM and NGOs.

6. (U) Ensure capabilities to conduct detainee operations support full spectrum operations.

a. (U) Develop and document an overarching framework for the classification, status, and disposition of detainees.

b. (U) Develop, update and document metrics for the administrative and logistical requirements associated with wholesale internment of detainees, persons of interest, and refugees or displaced persons consistent with lessons learned.

c. (U) Develop capability for counter intelligence and HUM INT collection and analysis in BCT and MP Bde and Bn organizations conducting detainee operations for counter insurgency operations inside detention facilities. Determine whether capability is organic or provided from other sources. This capability is separate and distinct from interrogation operations.

7. (U) In coordination with OPMG, Army DCS G-2, and US Army Criminal Investigation Command (USACIDC), update and develop Police Intelligence Operations (PIO) doctrine and capabilities to provide improved effectiveness and efficiencies in the collection, reporting, analysis, and dissemination of police and criminal intelligence. Ensure that PIO doctrine and capabilities account for and facilitate the sharing of criminal and police information/intelligence with JIM organizations and host nation forces where appropriate.

a. (U) Develop doctrine and training solutions to provide basic evidence identification, preservation, and rudimentary collection and field interviewing capability to units performing security operations.
b. (U) Develop capability for PIO, including police and criminal intelligence collection, analysis, and information dissemination in BCT and MP Bde and Bn organizations and other units as appropriate. Determine whether capability is organic or provided from other sources and pursue the establishment of a Police Intelligence Investigator/Analyst ASI/SSI.

c. (U) Conduct analysis and develop required capabilities to provide integrated biometric collection and reporting capability at the small unit level within units conducting PIO and security operations, biometric data analysis, fusion and dissemination. Capabilities must be integrated, synthesized and compatible with current and future DOD and Defense Information Systems Agency (DISA) network applications, hardware, and software.

d. (U) Develop capability to provide deployable forensic lab augmented by reachback capability.

e. (U) Ensure a clear distinction between criminal information/intelligence and police information/intelligence with respect to knowledge management and update doctrine appropriately.

8. (U) Review and recommend changes to the capability of the Army Modular Force to plan for, train, employ, and sustain Information Operations (IO) capabilities for full spectrum operations.

9. (U) In coordination with USASOC, develop IO doctrine that effectively integrates Public Affairs (PA), Civil Affairs (CA), and Psychological Operations (PSYOP) capabilities for full spectrum operations.

   a. (U) Fully integrate IO into Army doctrine. Ensure FM 3-07, Stability Operations (TBP), addresses Information Engagement.

   b. (U) Revise FM 3-13, Information Operations.

   c. (U) Integrate IO into the School of Command Preparation.

10. (U) Establish doctrine for the use of linguists (military and civilian) to support SO.

   11. (U) Develop doctrine for identifying information requirements for SO.

   12. (U) Develop a playbook regarding the establishment, organization, training and use of provincial reconstruction teams (PRTs) to include the training requirements for PRT leaders operating in coordination with the other USG agencies.
13. (U) Increase breadth of leader development and education to enable SO decision making as part of full spectrum operations.
   a. (U) Include SO as a part of the core curriculum at all levels of professional military education.
   b. (U) Coordinate with JFCOM to incorporate SO in joint senior leader education and JIM exercises.
   c. (U) Develop Live-Virtual-Constructive simulations as appropriate to train leaders for SO planning and execution as part of full spectrum operations.

14. (U) Develop processes and models and ensure Army planners are trained to effectively use them collaboratively with joint forces and the IA to solve complex economic and infrastructure challenges. Ensure they account for the differences and tensions between stabilization, reconstruction, and development and how civilian personnel can be used in each phase.

15. (U) Integrate SO tasks into institutional, Combat Training Centers (CTCs), and home station training. Specific tasks should include: establish civil security, establish civil control, restore essential services, support to governance, and support to economic and infrastructure development.

16. (U) Support requirements from units for increased Inter-Service Nonlethal Individual Weapons Instructors Course (INIWIC) allocations.

17. (U) Develop programs to increase personnel trained on relevant environmental standards. Include information on environmental laws and regulations and decontamination standards, with respect to the conduct of military operations, in Army Senior Leader training courses.

18. (U) Train intelligence specialists to be able to understand the complete spectrum of cultural, social, political, economic and psychological issues in order to support SO. Develop organic intelligence experts to understand unique cultures in the operational area.

19. (U) Develop appropriate products to assist Army forces in executing the transition between lead organizations during SO. Leverage interagency training methods and opportunities.

20. (U) Support Joint Forces Command SO joint concept development and experimentation. Include SO in the Integrated Questions List and venue analysis process to ensure its integration in all full spectrum experimentation and Capstone events.

21. (U) Given current and future full spectrum engineering requirements,
Annex (Action Plan for Army Stability Operations) to Army Campaign Plan

ensure the proper skill sets are developed and available to meet the Army’s and the Nation’s needs.

22. (U) Support JFCOM development of increased capabilities for incorporating non-military DOD and USG elements into military planning.

23. (U) Ensure the design and organization of the Army Liaison Team supports the requirements of SO.

24. (U) Conduct a study through the TRADOC Analysis Center (TRAC) to capture theater-level tasks and capabilities not captured in the original TRAC Capabilities Gap Analysis. Develop additional scenarios and models for SO as required.

25. (U) Review and recommend changes to enhance the capability of the Army to plan, prepare, execute, and assess HUMINT operations in support of full spectrum operations.

26. (U) Ensure the TRADOC Capabilities Manager for intelligence systems develops systems at appropriate levels with the capability to develop intelligence databases on personnel, infrastructure, and media and trains analysts to use them.

27. (U) Integrate the eight Combating WMD (CWMD) mission areas (Offensive Operations, WMD Elimination (WMD-E), WMD Interdiction, Active Defense, Passive Defense, Security Cooperation and partner activities, threat reduction, and Chemical, Biological, Radiological, Nuclear (CBRN) Consequence Management) into training and planning in support of SO.

a. (U) Complete the CBRNE Operational Headquarters Interim FM and draft training strategy for application and refinement in subsequent validation exercises. Incorporate lessons learned from these exercises in the final FM and publish the FM and training strategy.

b. (U) Support JFCOM or other Joint Preparing Agency in the development of comprehensive and integrated JTF WMD-E doctrine.

c. (U) Conduct an assessment to determine the proper mix of CBRN forces in order to support WMD-E operations (sensitive site assessment and exploitation) in support of SO. Ensure the analysis informs the Total Army Analysis (TAA) process.

d. (U) Develop appropriate training, analysis and force projection models and scenarios to address CBRN effects and impacts during SO.

e. (U) Incorporate foreign CBRN consequence management planning into leadership training.
28. (U) Write a Concept Capability Plan for SO. Follow-on analyses must address the issue of specialized versus full spectrum BCTs for select SO tasks, to include the concepts of Military Assistance and Advisory Groups, Forward Liaison and Assistance Groups, Security Training and Equipping Groups, and Civil Operations, Reconstruction, and Development Support Groups.

29. (U) Designate an appropriate staff cell to serve as the focal point for TRADOC SO initiatives and to serve as a catalyst for change.

(2) (U) Tasks to Army Service Component Commands:

(a) (U) CG, U.S. Army Central (USARCENT) / Third Army.

1. (U) Designate an appropriate military officer as the authority for SO to ensure proper emphasis is given to preparing for SO. In consultation with the CENTCOM Joint Force Coordinating Authority for SO:

   a. (U) Identify SO requirements for plans and Theater Security Cooperation Plans (TSCP).

   b. (U) Incorporate SO into military training, exercises, and planning.

2. (U) Support CENTCOM intelligence campaign planning for SO. These intelligence campaign plans will be tested and include, at a minimum:

   a. (U) Information on key ethnic, cultural, religious, tribal, economic and political relationships, non-military security forces, legal and governance systems, infrastructure, the information environment, sanitation and health structure, munitions facilities, border controls, and customs processes.

   b. (U) Requirements for the order of battle, open source data, and numbers of personnel with appropriate language and cultural skills and proficiency levels.

3. (U) Ensure plans specifically address SO throughout all phases of operations, to include Phase 0 TSCP.

(b) (U) CG, U.S. Army North (USARNORTH) / Fifth Army.

1. (U) Designate an appropriate military officer as the authority for SO to ensure proper emphasis is given to preparing for SO conducted outside of the United States. In consultation with the NORTHCOM Joint Force Coordinating Authority for SO:

   a. (U) Identify SO requirements for plans and TSCPs.

   b. (U) Incorporate SO into military training, exercises, and planning outside of the United States.
Annex (Action Plan for Army Stability Operations) to Army Campaign Plan

2. (U) Ensure Phase 0 TSCPs specifically address SO.

(c) (U) CG, U.S. Army South (USARSO) / Sixth Army.

1. (U) Designate an appropriate military officer as the authority for SO to ensure proper emphasis is given to preparing for SO. In consultation with the SOUTHCOM Joint Force Coordinating Authority for SO:

   a. (U) Identify SO requirements for plans and TSCPs.

   b. (U) Incorporate SO into military training, exercises, and planning.

2. (U) Support SOUTHCOM intelligence campaign planning for SO. These intelligence campaign plans will be tested and include, at a minimum:

   a. (U) Information on key ethnic, cultural, religious, tribal, economic and political relationships, non-military security forces, legal and governance systems, infrastructure, the information environment, sanitation and health structure, munitions facilities, border controls, and customs processes.

   b. (U) Requirements for the order of battle, open source data, and numbers of personnel with appropriate language and cultural skills and proficiency levels.

3. (U) Ensure plans specifically address SO throughout all phases of operations, to include Phase 0 TSCP.

(d) (U) CG, U.S. Army Europe (USAREUR) / Seventh Army.

1. (U) Designate an appropriate military officer as the authority for SO to ensure proper emphasis is given to preparing for SO. In consultation with the EUCOM Joint Force Coordinating Authority for SO:

   a. (U) Identify SO requirements for plans and TSCPs.

   b. (U) Incorporate SO into military training, exercises, and planning.

2. (U) Support EUCOM intelligence campaign planning for SO. These intelligence campaign plans will be tested and include, at a minimum:

   a. (U) Information on key ethnic, cultural, religious, tribal, economic and political relationships, non-military security forces, infrastructure, legal and governance systems, the information environment, sanitation and health structure, munitions facilities, border controls, and customs processes.
Annex (Action Plan for Army Stability Operations) to Army Campaign Plan

b. (U) Requirements for the order of battle, open source data, and numbers of personnel with appropriate language and cultural skills and proficiency levels.

3. (U) Ensure plans specifically address SO throughout all phases of operations, to include Phase 0 TSCP.

4. (U) Increase number of U.S. Army Military Police School (USAMPS) Inter-Service Nonlethal Individual Weapons Instructors Course (INIWIC) graduates at the BCT level to ensure adequate capability to train and familiarize units in non-lethal weapons and tactics in full spectrum operations.

(e) (U) CG, U.S. Army Pacific (USARPAC).

1. (U) Designate an appropriate military officer as the authority for SO to ensure proper emphasis is given to preparing for SO. In consultation with the PACOM Joint Force Coordinating Authority for SO:

   a. (U) Identify SO requirements for plans and TSCPs.

   b. (U) Incorporate SO into military training, exercises, and planning.

2. (U) Support PACOM intelligence campaign planning for SO. These intelligence campaign plans will be tested and include, at a minimum:

   a. (U) Information on key ethnic, cultural, religious, tribal, economic and political relationships, non-military security forces, infrastructure, legal and governance systems, the information environment, sanitation and health structure, munitions facilities, border controls, and customs processes.

   b. (U) Requirements for the order of battle, open source data, and numbers of personnel with appropriate language and cultural skills and proficiency levels.

3. (U) Ensure plans specifically address SO throughout all phases of operations, to include Phase 0 TSCP.

4. (U) Increase number of USAMPS INIWIC graduates at the BCT level to ensure adequate capability to train and familiarize units in non-lethal weapons and tactics in full spectrum operations.

5. (U) Support the development and execution of a program with major regional municipal organizations to educate Officers and Senior NCOs on industry best practices in areas that support Army forces conducting SO.

(f) (U) CG, Eighth U.S. Army (EUSA).
Annex (Action Plan for Army Stability Operations) to Army Campaign Plan

1. (U) Designate an appropriate military officer as the authority for SO to ensure proper emphasis is given to preparing for SO. In consultation with the USFK Joint Force Coordinating Authority for SO:

   a. (U) Identify SO requirements.

   b. (U) Incorporate SO into military training, exercises, and planning.

2. (U) Ensure plans specifically address SO throughout all phases of operations.

3. (U) Increase number of USAMPS INIWIC graduates at the BCT level to ensure adequate capability to train and familiarize units in non-lethal weapons and tactics in full spectrum operations.

   g. (U) CG, U.S. Army Space and Missile Defense Command / U.S. Army Forces Strategic Command (USASMDC / ARSTRAT). (U) Provide support to the implementation and execution of this Action Plan and provide relevant assistance as necessary to other Army organizations and staffs.

   h. (U) CG, U.S. Army Special Operations Command (USASOC).

   1. (U) Assist TRADOC in assessing the appropriate roles and missions of GPF and Special Operations Forces (SOF) and make recommendations for divestiture of tasks that do not require special operations skills.

   2. (U) Assist TRADOC development of doctrine for GPF to execute divested missions by providing the necessary Army SOF subject matter expertise.

      a. (U) Provide technical review of doctrine developed by TRADOC for GPF to execute FID.

      b. (U) Provide technical review of training developed by TRADOC to institutionalize advisor training for GPF.

   3. (U) Ensure doctrine clearly defines and deconflicts the supporting role of CA during SO.

   4. (U) In coordination with TRADOC, assist in development of IO doctrine that more effectively integrates CA and PSYOP capabilities for full spectrum operations.

(3) (U) Tasks to Direct Reporting Units:

   a. (U) CG, U.S. Army Test and Evaluation Command (ATEC). (U) Establish and maintain capability to address SO implications during developmental and
operational testing per the requirements documented in system Test and Evaluation
Master Plans.

(b) **CG, U.S. Army Criminal Investigation Command (USACIDC).**

(U) Support OPMG, Army DCS G-2, and TRADOC efforts to update and develop PIO
doctrine and capabilities to provide improved effectiveness and efficiencies in the
collection, reporting, analysis and dissemination of police and criminal intelligence.
Ensure that PIO doctrine and capabilities account for and facilitate the sharing of
criminal and police information/intelligence with JIM and host nation forces where
appropriate.

1. (U) Support doctrine development and training solutions to provide basic
evidence identification, preservation, and rudimentary collection and basic field
interviewing capability to units performing security operations.

2. (U) Support TRADOC development of a capability for PIO, including
police and criminal intelligence collection, analysis and information dissemination in
BCT and MP Bde and Bn organizations and other units as appropriate.

3. (U) Support the analysis and the development of the capabilities
required to provide integrated biometric collection and reporting at the small unit level
within units conducting PIO and security operations, and for biometric data analysis,
fusion and dissemination. Capabilities must be integrated, synthesized and compatible
with current and future DOD and Defense Information Systems Agency (DISA) network
applications, hardware and software as well as intelligence doctrine.

4. (U) Support the development of a capability to provide deployable
forensic labs augmented by reach back capability.

(c) **CG, U.S. Army Reserve Command (USARC).** See Chief, Army
Reserve sub-unit tasks.

(d) **CG, Military District of Washington (MDW).** (U) Support
development and execution of a program with major regional municipal organizations to
educate Officers and Senior NCOs on industry best practices in areas that support
Army forces conducting SO.

(e) **CG, U.S. Army Corps of Engineers (USACE).** See Chief of
Engineers sub-unit tasks.

(f) **CG, U.S. Army Medical Command (USAMEDCOM).**

1. (U) Revise Army Health Systems (AHS) doctrine. Integrate AHS SO
doctrine with Army, joint and interagency processes. In coordination with the CA
proponent, develop doctrine and training that addresses the interface of medical forces
with host-nation medical and veterinary organizations (military and civilian), interagency and multi-national organizations (governmental and non-governmental).

2. (U) Support TRADOC efforts to publish a Commander’s Handbook for SO.

   a. (U) Ensure doctrine clearly defines, de-conflicts, and integrates the roles of CA and Medical forces during SO.

   b. (U) Support TRADOC efforts for a handbook regarding the establishment, organization, training, and utilization of provincial reconstruction teams (PRTs) to include the training requirements for PRT leaders.

3. (U) Ensure AHS is able to conduct SO simultaneously with major combat operations at the tactical, operational and strategic levels, including its associated tasks, assessment tools and processes, which appropriately incorporate the Civilian Corps. Review current modular AHS organizations to ensure they can execute assigned SO tasks, including, but not limited to:

   a. (U) Advising host nation ministry (e.g., Ministry of Health) and other host nation healthcare administration teams.

   b. (U) Advising on facility functionality assessments and requirements.

   c. (U) Advising on the development of a public health and treatment system, and aiding as necessary for public safety.

   d. (U) Advising and assisting the host nation in the recruitment, training, and education of health and ancillary care providers.

   e. (U) Advising and assisting in developing a host nation medical logistics system.

   f. (U) Meeting all contingency mission requirements for medical support to CBRNE.

   g. (U) Advising and assisting in developing host nation veterinary healthcare programs.

4. Recommend adjustments to the medical rules of allocation and planning factors to recognize SO demand in TAA.

5. (U) Assess, evaluate, train and coordinate AHS capabilities across the full spectrum of military operations to ensure unity of effort.
Annex (Action Plan for Army Stability Operations) to Army Campaign Plan

a. (U) Coordinate with TRADOC to integrate SO tasks such as global health challenges and associated cultural awareness issues into institutional, CTC, joint mobilization training centers and home station training.

b. (U) Increase breadth of leader development and education to enable full spectrum decision making in SO.

c. (U) Update and develop AMEDD curriculum to incorporate SO as an element of full spectrum operations.

d. (U) Review current IA training methods and take appropriate actions in order to leverage these opportunities within AMEDD.

6. (U) Ensure Army medical research, development, and acquisition strategies consider SO as part of their support to full spectrum operations.

7. (U) In support of FORSCOM, assist in the development and execution of a program with major regional municipal organizations to educate Officers and Senior NCOs on industry best practices in public health administration and other related medical areas that support Army forces conducting SO.

8. (U) Institutionalize and improve the responsiveness and readiness of civilian MEDCOM capabilities to mobilize in support of Army forces conducting SO.

(g) (U) CG, U.S. Army Intelligence and Security Command (USAINSCOM).

1. (U) Support TRADOC efforts to develop doctrine and responsibilities for the use of linguists (military and civilian) to support SO.

2. (U) Develop criteria, standards and measures used to screen qualified and reliable linguist contractors in a contingency or surge operation in order to assist ASA(ALT) in obtaining contracted linguist support.

3. (U) Support TRADOC efforts to train intelligence specialists to be able to understand the complete spectrum of cultural, social, political, economic and psychological issues in order to support SO. Develop organic intelligence experts to understand unique cultures in the operational area.

4. (U) Ensure the capability to conduct HUM INT collection and analysis at echelons above corps support SO.

5. (U) Support TRADOC efforts to develop intelligence database on personnel, infrastructure, and media and the ability to properly analyze them.
6. (U) Develop formal linkages with CA forces in order to synchronize processes, procedures, and capabilities for civil information collection, analysis, and sharing.

(4) (U) Tasks to HQDA Staff:

(a) (U) Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA (ALT)).

1. (U) Improve the policy for planning and integrating contingency contracting during SO.

2. (U) Ensure Army research, development, and acquisition programs address SO capabilities and are integrated with the USD(AT&L).

3. (U) Develop a centralized contract database accessible from deployed locations to facilitate full spectrum operations.

4. (U) Develop policy/procedures to synchronize forces support, to include reconstruction assistance between the IA and joint forces.

5. (U) Identify and implement mechanisms to obtain qualified and reliable linguist contractors in a contingency.

6. (U) Ensure policies and procedures for a sustainable logistics infrastructure are in place for contingency SO.

7. (U) Identify requirements to develop and train a contingency contracting force with sufficient capacity and technical expertise to support SO.

8. (U) Support TRADOC Contracting Officer Representatives training program.

(b) (U) Assistant Secretary of the Army for Civil Works (ASA(CW)).

(U) Oversee USACE support to the provision of reconstruction assistance.

(c) (U) Assistant Secretary of the Army for Financial Management and Comptroller (ASA (FM&C)).

1. (U) In conjunction with G-3/5/7 and G-8, OSD, and IA, develop a resource strategy to support the staged implementation of stabilization activities in support of Army Forces operationally engaged in a SO environment.

2. (U) In conjunction with Chief, Legislative Liaison, support Joint Staff, OSD, and IA legislation efforts pertaining to SO.
3. (U) Support Joint Staff, OSD, and IA in identification of fiscal and financial limitations on USG abilities to support SO. Assist OSD and IA in the development of legislation and policies that decrease identified limitations.

(d) (U) Assistant Secretary of the Army for Installations and Environment (ASA (I&E)).

1. (U) Author policy that develops a tiered system of environmental standards for operations that promotes human health, safety, force protection, and sustainability while also allowing for flexibility commensurate with the tactical and strategic situation.

2. (U) Monitor potential for creation of additional facilities for a permanent foreign security forces training organization.

(e) (U) Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA (M&RA)). (U) Provide support to the implementation and execution of this Action Plan and provide relevant assistance as necessary to other Army organizations and staffs. Ensure G-1 is given direction for the development of required programs and procedures necessary to support the integration of the Civilian Corps in SO.

(f) (U) Office of the General Counsel.

1. (U) Provide support to the implementation and execution of this Action Plan and provide relevant assistance as necessary to other Army organizations and staffs.

2. (U) Provide assistance as necessary in the coordination of the SO dimensions of joint military planning with relevant USG departments and agencies, foreign governments and security forces, IOs, NGOs, and members of the private sector.

(g) (U) Chief Information Officer (CIO) / G-6.

1. (U) Promote and facilitate the development or identification of enterprise solutions at the unclassified level to disseminate information among all relevant actors and agencies that do not have access to classified information. Develop tactics, techniques, and procedures (TTPs) for usage by USG and other partners during contingencies where the Army is designated lead for JIM operations.

2. (U) Take appropriate steps to develop and monitor a program of spectrum management to deconflict civil (police, emergency, hospital, etc.) and military frequencies during SO.

(h) (U) Deputy Chief of Staff, G-1.
Annex (Action Plan for Army Stability Operations) to Army Campaign Plan

1. (U) Assign personnel to USG departments and agencies, IOs and NGOs as documented and prioritized by the G-3/5/7. Record experiences of Soldiers who serve outside of the US Military whether generated by a full assignment or shorter attachments.

2. (U) Monitor individuals (military or civilian) with governance skills as defined by the SO Proponent.

3. (U) Increase availability of the Civilian Corps for deployment in support of SO through the development and promotion of required programs and initiatives.

4. (U) Support G-3/7 in accomplishing assigned responsibilities under the Defense Language Transformation Roadmap. Record the results of a one-time self screen of military and civilian personnel for language skills. Plan for recruiting officers and civilians with language skills in universities, in heritage communities, and through other appropriate methods.

5. (U) Develop and implement tracking of ASI/SI as defined and prioritized by G-3/5/7.

(i) (U) Deputy Chief of Staff, G-2.

1. (U) Ensure intelligence, surveillance, and reconnaissance capabilities are developed to support full spectrum operations.

2. (U) Support Defense Language Roadmap efforts. Determine the requirements, policies, and capture TTPs for the use of CI and HUMINT in military source operations and bi-lateral intelligence operations.

3. (U) Ensure classification guidance, foreign disclosure policy and regulations address requirements for sharing information with coalition military partners, governments, foreign and US contractors, IOs and NGOs.

4. (U) Ensure coordination with other organizations, services, and agencies in the development of capabilities to provide integrated biometric collection, analysis, fusion, and dissemination. The capabilities developed must be interoperable with current and future DOD and DISA network applications; support current doctrine and operations at the section level for combat, support, and intelligence forces.

5. (U) Support TRADOC in the coordinated development of capabilities for CI and HUM INT operations, intelligence collection, analysis, and surveillance with detention facilities.

(j) (U) Deputy Chief of Staff, G-3/5/7.
1. (U) DAMO-SSI.

   a. (U) Share emerging SO doctrine with American, British, Canadian, Australian and New Zealand (ABCA) national directors, develop working group projects and leverage lessons learned system for standardization of doctrine and materiel, and actively seek to share US efforts in improving capabilities to conduct SO.

   b. (U) Increase visibility of HQDA SO-related theater security cooperation (TSC) activities by ensuring they are visible in the COCOM TSC Management Information Systems.

2. (U) DAMO-SSP.

   a. (U) Support incorporation of full spectrum operations into defense planning scenarios.

   b. (U) Support or assist in development and integration of SO into national security planning scenarios to reflect whole of government planning requirements.

   c. (U) Provide SS input to strategy documents that reflects SO as an element of full spectrum operations and its associated requirements.

   d. (U) Identify appropriate scenarios and vignettes to capture SO requirements.

   e. (U) Lead the effort to increase GPF capability and capacity to conduct designated FID missions. Coordinate with OSD, TRADOC and FORSCOM to ensure efforts are synchronized and address all DOTMLPF requirements.

   f. (U) In coordination with TRADOC, ensure Joint Operations Concepts (JOpsC) family addresses land force requirements for SO.

3. (U) DAMO-SSW.

   a. (U) Review ASCC supporting plans to ensure they explicitly include the SO element of full spectrum operations, to include but not limited to:

      (1) (U) Information on key ethnic, cultural, religious, tribal, economic and political relationships, non-military security forces, legal and governance structures, infrastructure, the information environment, sanitation and health structure, munitions facilities, border controls, and customs processes.

      (2) (U) Requirements for the order of battle, open source data, and numbers of personnel with appropriate language and cultural skills and proficiency levels.
Annex (Action Plan for Army Stability Operations) to Army Campaign Plan

b. (U) Ensure reviewed plans specifically address SO throughout all phases of operations, to include Phase 0 TSCP.

c. (U) Support DAMO-SSO development of templates for metrics to assess opportunities for transition to IA and then to the host nation.

d. (U) Establish and secure Army senior leader approval for the appropriate Strategic Environment, scenarios, and vignettes for TAA 10-15. Ensure the selected events capture SO requirements.

4. (U) DAMO-SSO.

a. (U) Act as the HQDA proponent for SO policy and residual proponent for initiatives produced under the Army Focus Area “Improve Capabilities for Stability Operations”.

b. (U) Develop, coordinate and represent Army SO strategy/policy positions within the JIM community. Manage Army SO support to and from S/CRS, the U.S. Agency for International Development, and other USG Agencies.

c. (U) Integrate tasks in this action plan into the Strategic Management System (SMS) initiative to “Improve Capabilities for Stability Operations”.

d. (U) Develop and monitor all SO-related studies.

e. (U) Support the establishment and operation of the USG Center for Complex Operations.

f. (U) Seek approval to expand existing CMEP activities beyond NATO Partnership for Peace.

g. (U) Establish DA policy to support organization, establishment and employment of Government Support Teams (GSTs), Ministry Support Teams (MSTs), and Provincial Reconstruction Teams (PRTs). Appropriately incorporate the Civilian Corps.

h. (U) IAW AR 5-22, designate Army proponent for SO functions as appropriate.

i. (U) Define and prioritize critical personnel knowledge, skill or abilities worthy of tracking. In conjunction with the G-1, develop the appropriate tracking mechanism.

j. (U) Monitor and review USARC and USASOC activities regarding ongoing integration of CA doctrine, force structure, and operations into SO.
5. (U) **PKSOI.**

a. (U) Assist in the development and assessment of civilian and military training and education programs. Ensure these programs address the challenges of SO and foster mutual participation.

b. (U) Advise and support military and civilian organizations to acquire and maintain the capabilities they require to effectively plan, prepare, execute, and assess SO to achieve strategic and operational objectives.

c. (U) Engage military and civilian organizations in a collaborative process for collection, evaluation, and dissemination of lessons learned for SO at the strategic and operational levels.

d. (U) Work in partnership with military, USG civilian, international, and multinational organizations to shape processes for and assist in the development and review of SO concepts and doctrine.

e. (U) Advise and assist USG military and civilian agencies in incorporating stability and peace operations into strategic planning documents, major plans, JIM experimentation, and selected major exercises.

f. (U) Execute duties in accordance with the PKSOI Authorities message published by HQDA G-3/5/7.

6. (U) **DAMO-SSF.**

a. (U) Expand the Military Personnel Exchange Program (MPEP) to support COCOM Theater Security Cooperation Strategies in consonance with HQDA G-3/5 established priorities of increasing cooperation with current and potential partners and building partner capacity for SO.

b. (U) Identify strategic education requirements required for individuals prior to assignment in an IA, IO, or NGO position.

c. (U) Continue to reevaluate the Foreign Area Officers (FAO) program to better support maneuver commanders for full spectrum operations.

d. (U) Expand the Senior Service College and Senior Army Fellowship Programs. Select fellowships should include SO as a focus and support TSC programs with current and potential partners. Consider establishing fellowships in international environments.

7. (U) **DAMO-SSD.** (U) Provide CWMD expertise in support of strategies, plans and doctrine for SO.
8. (U) **DAMO-SSR.** (U) Ensure partner nations are kept informed of US Army SO capabilities and initiatives, and incorporate into strategic engagements as appropriate.

9. (U) **DAMO-TR.**
   
a. (U) Lead all Army efforts to train SO as an element of full spectrum operations, and ensure SO is fully integrated into all relevant training policy, initiatives and activities as a core mission comparable to combat operations.

   b. (U) Ensure that program of instruction changes directed under the Army Leaders for the 21st Century (AL-21) campaign plan effectively transform OES and NCOES to include SO in the full spectrum operations model.

   c. (U) Reinforce SO in HQDA G-3/TRADOC training workshops and venues.

   d. (U) Execute the Defense Language Transformation Roadmap.

   e. (U) Ensure replication of the contemporary operating environment accounts for and integrates IA personnel, capabilities, and requirements.

   f. (U) Update DA Pam 350-38 (STRAC) to include nonlethal munitions training strategies, weapons qualifications standards, and resource requirements throughout all unit types. Develop DA nonlethal training guidance for Army-wide institutional and MTOE unit use.

10. (U) **DAMO-CI.** (U) Provide support to the implementation and execution of this Action Plan and provide relevant assistance as necessary to other Army organizations and staffs.

11. (U) **DAMO-FM.**
   
a. (U) Fully integrate SO requirements into Total Army Analysis modeling to include the updating of the ability of models to address SO functions, missions, and organizations.

   b. (U) Review the Center for Army Analysis’ (CAA) capacity analysis for potential application to TAA 10-15.

   c. (U) Determine SO military and civilian force requirements and assign a high priority for resourcing of those requirements in TAA.

   d. (U) Standardize language and regional identification codes in support of the Defense Language Transformation Roadmap.
e. (U) Explore options for supporting full implementation of the Expanded Graduate School Program.

12. (U) DAMO-BC.

a. (U) Ensure that the Army’s current and future Battle Command capabilities undergo DOTMLPF analysis and are fully integrated with SO missions, focusing on SO at echelon above division and in Battle Command Systems.

b. (U) Maintain HQDA oversight for identification of modeling and simulation capability gaps and potential solutions in support of theater-level and JTF-level SO.

13. (U) DAMO-OD.

a. (U) Support TRADOC and USASOC integration of IO into SO.

b. (U) Ensure SO requirements are incorporated into future Asymmetric Warfare (AW) concepts.

c. (U) Coordinate with TRADOC on development of AW aspects of the future force concept for SO.

(k) (U) Deputy Chief of Staff, G-4.

1. (U) Support OSD and the IA in identification of logistical limitations on USG abilities to support SO. Assist OSD and IA development of policies that decrease identified limitations.

2. (U) Ensure logistics support capabilities, policies, plans, concepts and organizations are developed that will support all aspects of SO.

3. (U) Support TRADOC development of sustainment doctrine for SO.

4. (U) Support G-3/5/7 FM in fully integrating logistics support requirements in support of SO into TAA modeling to include the updating of the ability of models to address SO functions, missions and organizations.

5. (U) Support G-3/5/7 SSP by incorporating logistics support-related concepts in the OSD/JS directed defense planning scenario and multi-service force deployment processes.

6. (U) Support G-3/5/7 SSW in reviewing COCOM and supporting plans by ensuring tasks with Army logistics implications in support of SO are properly addressed.
7. (U) Support G-3/5/7 SSW in the development of prepositioned stock program including unit sets, operational project stocks, and Army war reserve sustainment stocks that support SO.

8. (U) Support TRADOC in assuring Army logistics matters in support of SO are properly addressed in publications.

(l) (U) Deputy Chief of Staff, G-8.

1. (U) Provide CAA analytical and modeling support to TAA 10-15 to integrate SO requirements accurately into the TAA analysis.

2. (U) Determine the feasibility of CAA capturing TDA/Civilian Corps structures - like USACE - in SO modeling/analysis.

3. (U) Pursue development of OSD/IA policy that decreases limitations on financial and logistical support to SO.

(m) (U) Director, Program Analysis and Evaluation (PA&E). (U) Provide support to the implementation and execution of this Action Plan and provide relevant assistance as necessary to other Army organizations and staffs.

(n) (U) Assistant Chief of Staff, Installation Management (ACSIM).

1. (U) Support ASA(I&E) efforts with respect to SO.

2. (U) Provide support to the implementation and execution of this Action Plan and provide relevant assistance as necessary to other Army organizations and staffs.

(o) (U) Chief of Engineers.

1. (U) Establish a Theater Engineer element and processes needed to plan, train, and deploy capabilities in support of Joint/Army Service Component Command (ASCC) HQ.

2. (U) Institutionalize and improve the responsiveness and readiness of civilian Corps of Engineers’ capabilities to mobilize in support of Army forces conducting SO.

3. (U) Update USACE publications and regulations to address Field Force Engineering teams and the means to request and mobilize them. Incorporate Field Force engineering doctrine within Army and Joint publications.
Annex (Action Plan for Army Stability Operations) to Army Campaign Plan

4. (U) Lead the Army’s analysis to establish and provide base operations capabilities to support the operational Army in a contingency environment and provide infrastructure and city management expertise to support the host nation.

5. (U) Establish mechanisms through which USACE contracting capabilities can be used to support bottom-up, small-scale solutions to economic and infrastructure problems.


7. (U) Given current and future full spectrum engineering requirements, ensure the proper skill sets are developed and available to meet the Army’s and the Nation’s needs.

8. (U) Track engineer specialists across components.


10. (U) In support of FORSCOM, assist in the development and execution of a program with major regional municipal organizations to educate Officers and Senior NCOs on industry best practices in engineering areas that support Army forces conducting SO.

(p) (U) Chief, Army Reserve and Commander, U.S. Army Reserve Command (CAR/CG USARC).

1. (U) Improve the recruitment process of Reserve Soldiers for CA to ensure skills better align with requirements for specific expertise.

2. (U) Implement an information system to identify, track, and manage specialized civilian skills for Soldiers (Active, Reserve, and Retired Reserve) and identify the resource requirements to sustain this system. Collaborate with the Army G-1 to establish a pool of expertise for teaching and execution of governance operations.

3. (U) Provide, sustain and reconstitute trained and ready forces to support Army requirements for SO as an element of full spectrum operations.

4. (U) Improve and institutionalize the responsiveness and readiness of CS/CSS capabilities to mobilize and deploy in support of Army forces conducting SO.

5. (U) Develop a Reserve Component (RC) SO integration cell at G-3/5 with reachback to RC assets.
Annex (Action Plan for Army Stability Operations) to Army Campaign Plan

6. (U) Reevaluate the size and composition of USAR CA and PSYOP force structure to meet Army requirements within ARFORGEN to support sustained SO.

7. (U) Develop education and training strategies and programs to enhance SO capabilities and skill sets within the Army Reserve.

8. (U) Develop a modular model for the USAR training structure that supports the ARFORGEN model and SO while providing predictability.

9. (U) In coordination with USASOC, assist TRADOC in development of IO doctrine that fully integrates CA and PSYOP capabilities.

(q) (U) Director, Army National Guard.

1. (U) Ensure the design and organization of the Army Liaison Team supports the requirements of SO.

2. (U) Institute a system that allows the tracking of specialized civilian skills for M-day soldiers. Collaborate with the Army G-1 to establish a pool of expertise for teaching and execution of governance operations.

3. (U) Increase number of non-lethal weapons certified instructors at the BCT level to ensure adequate capability to train and familiarize units in non-lethal weapons and tactics in support of full spectrum operations.

4. (U) Ensure that DOTMLPF changes directed in this action plan which are under the purview of the NGB are executed in order to increase the capability of ARNG forces to execute SO commensurate with the active component.

(r) (U) The Surgeon General. (U) Support USAMEDCOM efforts to institutionalize change for conducting SO.

(s) (U) The Judge Advocate General.

1. (U) Incorporate into Army senior leader training information on the legal requirements of the Geneva Conventions and international law with respect to indigenous populations in SO, including, but not limited to, detainees, person of interest, and refugees or displaced persons.

2. (U) Provide assistance as necessary to other Army organizations and staffs to incorporate the promotion of the rule of law component of SO in joint military planning.

3. (U) Develop institutional rule of law curricula and training, in coordination with USD (P&R) and the Joint Staff, for JA and legal practitioners to support rule of law activities during SO.
4. (U) Provide advice and assistance as necessary in the sharing of
information regarding SO with USG departments and agencies, foreign governments
and forces, IOs, NGOs, and members of the private sector supporting SO.

5. (U) Develop JA doctrine that incorporates and develops rule of law
competencies for SO.

6. (U) Develop doctrine, training, and manning for JA support to host nation
police training in order to provide Rules for the Use of Force (RUF), human rights,
evidence collection, and investigations to foreign police.

7. (U) Develop doctrine, training, and manning for JA support to host nation
security force training in order to provide Rules of Engagement (ROE), detention
operations, Military Justice, Geneva Conventions (Law of Armed Conflict), and claims
processing training for foreign militaries.

8. (U) Develop institutional rule of law curricula and training for JA and
legal practitioners conducting rule of law missions during SO in to ensure training
incorporates information on stability operations and promotion of the rule of law.

9. (U) Develop a rule of law short course to provide training for JA and
other appropriate personnel in the legal aspects of rule of law operations.

10. (U) Coordinate with TRADOC to develop a short course that
addresses the interdisciplinary aspects of rule of law operations and informs other rule
of law participants on the roles and responsibilities of JA personnel in rule of law
activities.

11. (U) Develop a Rule of Law Practitioner’s Guide for use by JA and
practitioners conducting SO.

12. (U) Support JS/OSD creation and manning of rule of law JA positions
on the OSJA joint manning document at each COCOM in order to provide dedicated
and comprehensive advice on SO and rule of law for operational planning and
execution.

13. (U) Provide advice, as necessary, to the G-1 for development of
required programs and procedures necessary for the full integration of the Civilian
Corps into SO.

(t) (U) Chief of Chaplains.

1. (U) Ensure doctrine, education and training enable Chaplains to provide
an advisory capability on local religious considerations and to liaise with religious
leaders consistent with lead agency operational plans.
2. (U) Pursue the establishment of an ASI to reflect the education and training required for a Chaplain World Religions Advisor.

3. (U) Develop religious support systems to conduct SO at the tactical, operational, and strategic levels, including its associated tasks, assessment tools and processes.

4. (U) Integrate SO tasks such as continuous religious area assessment and religious leader liaison into institutional, CTC, and home station training.

5. (U) Review and develop religious support organizational structures to meet SO mission requirements.

6. Develop a World Religion Educational Center at the United States Chaplain Center and School.

(u) (U) Chief, Legislative Liaison.

1. (U) Support DOD efforts in support of IA legislation and funding for SO.

2. (U) Ensure that correspondence articulates the Army’s efforts to institutionalize SO capabilities.

(v) (U) Chief, Public Affairs.

1. (U) Ensure Public Affairs programs effectively support SO. Programs must be integrated with information sharing efforts to ensure partners such as NGOs and the private sector are aware of existing information sharing efforts.

2. (U) Publicize Army progress with respect to SO.

(w) (U) Provost Marshal General.

1. (U) Support Army DCS G-2, TRADOC and USACIDC efforts to update and develop PIO doctrine and capabilities to provide improved effectiveness and efficiencies in the collection, reporting, analysis and dissemination of police and criminal intelligence. Ensure that PIO doctrine and capabilities account for and facilitate the sharing of criminal and police information/intelligence with JIM and host-nation forces where appropriate.

   a. (U) Support the development of doctrine and training solutions to provide basic evidence identification, preservation, and rudimentary collection and basic field interviewing capability to units performing security operations.
b. (U) Support TRADOC development of a capability for PIO, including police and criminal intelligence collection, analysis and information dissemination in BCT and MP Bde and Bn organizations and other units as appropriate.

c. (U) Support the analysis and development of the capabilities required to provide integrated biometric collection and reporting at the small unit level within units conducting PIO and security operations and for biometric data analysis, fusion and dissemination. Capabilities must be integrated, synthesized and compatible with current and future DOD and DISA network applications, hardware and software as well as intelligence doctrine.

d. (U) Develop capability to provide deployable forensic lab augmented by reachback capability.

e. (U) Ensure a clear distinction between criminal information/intelligence and police information/intelligence with respect to knowledge management and update doctrine appropriately.

2. (U) Pursue the development of a TWI-type program with major regional municipal civilian police organizations to educate MP Officers and Senior NCOs on policing best practices. Maintain oversight of program and resource and coordinate participation and execution with Army Command Provost Marshals.

(x) (U) Chief, Military History. (U) Ensure the Center for Military History and command historians support SO.

c. (U) Coordinating Instructions.

(1). (U) Priority. As articulated in the policy documents described in the overview section of this plan, SO capabilities occupy a priority equal to that of offensive and defensive operations. While this does not literally mean that equal resources must be applied to each set of capabilities, it is imperative that the Army take the steps necessary to accomplish all major elements of full spectrum operations. Organizations and commands must internally prioritize and weigh the risks associated with resourcing decisions. The ACP Forum may be utilized to seek decisions that require VCSA-level approval.

(2) (U) The tasks to subordinate units contained in this document should be considered initiatives. Commands and organizations will identify specific tasks and solutions required to accomplish each assigned initiative and will propose metrics with associated timelines for each task/solution within 45 days of the approval of this plan. Detailed implementation instructions will be published by G-3/5/7 following plan approval.

(3) (U) Following G-3/5/7 approval of tasks and metrics, all initiatives will be tracked under the Strategic Management System (SMS) Initiative 2.5 (Improve
Annex (Action Plan for Army Stability Operations) to Army Campaign Plan

Capabilities for Stability Operations). ACOMs, ASCCs, DRUs, and ARSTAF elements will be responsible for maintaining updated metric data IAW SMS business practices.

(4) (U) Commands and Organizations will inform DAMO-SSO of ongoing or future significant initiatives, projects, or other DOTMLPF activities they are conducting that further the Army's ability to conduct SO.


5. (U) Command and Control.

a. (U) DCS, G-3/5/7 is responsible for leading Army SO. The HQDA Stability Operations Division (DAMO-SSO) is responsible for oversight, monitoring and execution of this plan.

b. (U) This plan is effective for execution upon receipt.