

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

1 (U) References.

2
3 a. (U) National Security Presidential Directive 44, Management of Interagency
4 Efforts Concerning Reconstruction and Stabilization, 7 December 2005.

5
6 b. (U) Defense Science Board 2004 Summer Study, "Transition to and from
7 Hostilities," December 2004.

8
9 c. (U) Report of the Defense Science Board Task Force on Institutionalizing Stability
10 Operations Within DOD, September 2005.

11
12 d. (U) DOD Directive 3000.05, "Military Support for Stability, Security, Transition
13 and Reconstruction (SSTR) Operations," 28 November 2005.

14
15 e. (U) Military Support to Stabilization, Security, Transition, and Reconstruction
16 Operations Joint Operating Concept, December 2006.

17
18 f. (U) TRADOC Pamphlet 525-3-0, "The Army in Joint Operations: The Army's
19 Future Force Capstone Concept 2015-2024," 7 April 2005.

20
21 g. (U) HQDA ALARACT Message, dated 31 August 2006, SUBJ: Establishment of
22 HQDA G-3/5/7 Staff Division for Strategy and Policy of Stability, Security, Transition and
23 Reconstruction (SSTR) Operations (DAMO-SSO).

24
25 1. (U) Situation.

26
27 a. (U) Overview.

28
29 (1) (U) **National Policy.**

30
31 (a) (U) National Security Presidential Directive 44 (NSPD 44), Management of
32 Interagency Efforts Concerning Reconstruction and Stabilization, states that the US will
33 work to anticipate state failure, avoid it wherever possible, and respond quickly and
34 effectively when necessary and appropriate to promote peace, security, development,
35 democratic processes, market economies, and the rule of law. Such work should aim to
36 enable governments abroad to exercise sovereignty over their own territories and to
37 prevent them from being used as a base of operations or safe haven for extremists,
38 terrorists, crime groups, or others who pose a threat to US security.

39
40 (b) (U) The Secretary of State will coordinate and lead integrated US
41 Government (USG) efforts to prepare, plan for, and conduct stabilization and
42 reconstruction activities. The Secretary of State will coordinate with the Secretary of
43 Defense to ensure harmonization with any planned or ongoing military operation across
44 the spectrum of conflict.

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46 (c) (U) The Secretaries of State and Defense will integrate stabilization and
47 reconstruction contingency plans with military contingency plans and will develop a
48 general framework for fully coordinating stabilization and reconstruction activities and
49 military operations at all levels.
50

51 (2) (U) **DOD Policy.**

52
53 (a) (U) DOD Directive 3000.05, Military Support for Stability, Security,
54 Transition and Reconstruction (SSTR) Operations, establishes stability operations (SO)
55 as a core US military mission which will be given priority comparable to combat
56 operations and be explicitly addressed and integrated across all DOD activities.
57

58 (b) (U) Though many SO tasks are best performed by indigenous, foreign, or
59 US civilian professionals, the military will be prepared to perform all tasks necessary to
60 establish or maintain order when civilians cannot do so.
61

62 (c) (U) Military-civilian teams are a critical USG SO tool. DOD will continue to
63 lead and support the development of military-civilian teams.
64

65 (d) (U) DOD will develop greater means to help build other countries' security
66 capacity quickly to ensure security in their own lands or to contribute forces to SO
67 elsewhere.
68

69 (e) (U) Military plans will address SO requirements throughout all phases of an
70 operation or plan as appropriate.
71

72 (f) (U) The services will develop SO capabilities to support these policies.
73

74 (3) (U) **Supporting Documents.**

75
76 (a) (U) The 2004 Defense Science Board Study "Transition to and from
77 Hostilities" recognized that achieving stability requires effective planning and
78 preparations prior to hostilities, as well as the employment of capabilities that are not
79 traditional to the US military. The study identified two dimensions to enhancing
80 effectiveness in the transition to and from hostilities: the management discipline used
81 by the military services to plan and prepare for combat operations must be extended to
82 peacetime activities and that DOD must build and maintain certain fundamental
83 capabilities, now lacking, that are critical to success in SO.
84

85 (b) (U) The 2005 Report of the Defense Science Board Task Force on
86 Institutionalizing Stability Operations Within DOD recognized that even though SO are
87 as pervasive as combat operations across DOD, high level leadership and management
88 is currently needed to accelerate the embracing of SO as a core activity of DOD. Most
89 importantly, this report ushered the signing of DOD Directive 3000.05.
90

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91 (c) (U) The Military Support to SSTR Operations Joint Operating Concept (JOC)
92 describes how the future Joint Force Commander will provide military support to
93 stabilization, security, transition, and reconstruction operations within a military campaign
94 in pursuit of national strategic objectives in the 2014-2026 time frame. This JOC posits
95 an operational level solution for a very challenging future military problem: how the Joint
96 Force can more effectively prepare for SO to assist governments or regions under
97 serious stress. Additionally, this JOC identifies the operational capabilities required for
98 achieving military campaign objectives and effects in support of national strategic end-
99 states.

100

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

102

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

112

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

122

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

126

127 • **Establish Civil Control.** Regulating the behavior and activities of
128 individuals and groups to reduce risk to individuals or groups and to promote security.
129 Control channels the population's activity to allow for the provision of security and
130 essential services while coexisting with a military force conducting operations.

131

132 • **Restore Essential Services.** Essential services include emergency life-
133 saving medical care, the prevention of epidemic disease, provision of food and water,
134 provision of emergency shelter from the elements, and the provision of basic sanitation.

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137 • **Support Governance.** The provision of societal control functions that
138 include regulation of public activity, rule of law, taxation, maintenance of security,
139 control and essential services, and normalizing means of succession of power.
140

141 • **Support Economic and Infrastructure Development.** Direct and indirect
142 military assistance to local, regional, and national economic and infrastructure
143 development to provide an indigenous capacity and capability for continued economic
144 and infrastructure development.
145

146 Each of these tasks, in turn, complements and reinforces the USG technical sectors set
147 forth in the Department of State Essential Task List (FM 3-0).
148

149 (5) In 2003, to improve senior Army leaders' ability to lead change, the Army
150 developed areas of immediate focus. Two of these 20 Focus Areas included *Improving*
151 *Capabilities for Stability Operations* and *Improving Proficiencies against Irregular*
152 *Challenges*. The Focus Area leads were tasked to identify ongoing and recommended
153 future initiatives to increase Army capabilities to plan and conduct stability operations
154 and to address the irregular warfare challenge. The initiatives identified under these
155 Focus Areas are incorporated into this plan.
156

157 (6) (U) This Army Action Plan (AAP) serves as the plan for improving Army
158 capabilities and capacities to execute SO, as well as for implementing DoD Directive
159 3000.05, *Military Support for Stability Operations*. This plan reconciles the future
160 requirements identified in the Military Support to SSTR Operations JOC. The AAP for
161 SO is the keystone document that integrates SO policy, initiatives, and activities across
162 the Army. These initiatives and activities include, but are not limited to, SO doctrine,
163 organizations, training, materiel, leadership and education, personnel, and facilities
164 (DOTMLPF), and planning. The G-3/5/7 is the Army senior officer for SO initiatives.
165

166 b. (U) Strategic Context. One result of US military dominance is our enemies'
167 continued attempts to defeat us during SO. Since 1990, stability operations have
168 stressed Army forces at a rate that far exceeds combat operations. Stability operations
169 account for six times the cost in lives and five times the cost in dollars when compared
170 with major combat operations.¹ In most future conflicts, national objectives will not be
171 achieved without successful SO. While maintaining its warfighting edge, the Army must
172 place greater emphasis on winning in SO through the development of new and
173 improved capabilities.
174

175 2. (U) Mission. Focus, integrate, and institutionalize Army activities to improve the
176 Army's capability and capacity to conduct SO in a joint, interagency and multinational
177 (JIM) environment. Direct the development of DOTMLPF solutions that positively
178 impact the Army's ability to effectively conduct SO.
179

¹ Data from Washington Headquarters Services Directorate for Information Operations & Reports -
Statistical Information Analysis Division.

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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.

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225 (d) (U) **U.S. Army:** The Stability Operations Division (DAMO-SSO) is the
226 Army lead for focusing and integrating SO-related activities to improve capability and
227 capacity to conduct SO; organized under the Army G-3/5/7 Strategy, Plans and Policy
228 Directorate. In support of the G-3/5/7, the U.S. Army Peacekeeping and Stability
229 Operations Institute (PKSOI) assists in shaping military concept and doctrine
230 development for stability, reconstruction and peace operations, conducts senior leader
231 education, and facilitates the integration of effort among the Army and JIM
232 organizations.

233

234 b. (U) Tasks.

235

236 (1) (U) Tasks to Army Commands:

237

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

239

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

243

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

247

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

251

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

254

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

259

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

265

266 (b) (U) **CG, U.S. Army Materiel Command (AMC).** (U) Integrate support
267 to SO into AMC's mission to provide and sustain superior technology and integrated
268 logistics solutions to enable US and Allied Land Forces to dominate the battlefield.

269

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

272
273 1. (U) Revise Army SO doctrine. Integrate Army SO doctrine with joint and
274 interagency processes.

275
276 a. (U) Publish a Commander's Handbook for Stability Operations with
277 comprehensive coverage of all elements of SO.

278
279 b. (U) Ensure the integration of land force capabilities in the development
280 of joint operating, functional and integrating SO concepts. Ensure Army Operating and
281 Functional Concepts include sufficient discussion of SO and the capabilities required to
282 conduct them.

283
284 c. (U) Coordinate with USASOC to ensure SO doctrine fully integrates Civil
285 Affairs (CA) activities in support of SO.

286
287 d. (U) Develop associated tasks, assessment tools, and processes to
288 support SO.

289
290 e. (U) Develop doctrine for identifying, securing, and safeguarding critical
291 host nation information and documents, including but not limited to court documents,
292 criminal records, bank records, tax documents, government regulations, land deeds and
293 private industry records.

294
295 f. (U) Develop doctrine that addresses sustainment considerations for SO.

296
297 g. (U) Develop doctrine and training outlines for securing host-nation
298 munitions and large-scale caches of toxic industrial chemicals/materials.

299
300 h. (U) Work with the Army Chief of Military History and command historians
301 to ensure SO doctrine developers at centers/schools/agencies are properly supported
302 with appropriate and timely historical studies.

303
304 i. (U) Ensure revisions to doctrine address the requirements for updated
305 Signal doctrine for SO, which require extensive communications network support for
306 command and control of military and civil support functions and the restoration or
307 augmentation of host nation information infrastructures.

308
309 j. (U) Support FORSCOM task to develop command and support
310 relationships that more effectively integrate interagency support and civilian-military
311 teaming for SO with appropriate doctrine and training.

312
313 2. (U) Assess the roles and missions of Military Police (MP) in order to
314 determine what tasks may be executed by the General Purpose Force (GPF) and what
315 tasks require MPs. Make appropriate changes to doctrine and training.

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317 3. (U) In conjunction with US Army Special Operations Command
318 (USASOC), assess the appropriate roles and missions of GPF and Special Operations
319 Forces (SOF) and make recommendations for divestiture of tasks that do not require
320 special operations skills. Develop and implement solutions to meet the requirements of
321 tasks divested from SOF to GPF. Ensure doctrine exists for GPF-designated FID, to
322 include areas such as nation assistance (NA), peace operations (PO), and foreign
323 humanitarian assistance (FHA). Pursue the establishment of skill identifiers
324 (ASI)/specialty skill identifiers (SSI) as appropriate.

325
326 4. (U) Review Division, Corps, and Theater Army design for sufficiency of
327 staff elements' capability to plan for and conduct SO throughout all phases of an
328 operation. Review must specifically address the C2 of all five SO tasks (Establish Civil
329 Security, Establish Civil Control, Restore Essential Services, Support Governance, and
330 Support Economic and Infrastructure Development). Advising host nation ministries and
331 training of security forces (police, military, border guards) must be addressed. Consider
332 design adjustments if needed.

333
334 5. (U) Develop doctrine and processes for a comprehensive approach to
335 Security Sector Reform (SSR) which is synchronized with the JIM community. Include
336 considerations for viability and adaptability of short-term solutions into sustainable long-
337 term systems.

338
339 a. (U) Develop, update, integrate, and synchronize MP, Judge Advocate
340 (JA), and other doctrine as necessary, and integrate with CA doctrine, for restoring or
341 implementing host-nation rule of law components (law enforcement, penal, and judicial
342 systems) in the absence of or limited capacity of other JIM organizations. Consideration
343 must be given to ensure an operational apparatus exists to link these systems among
344 JIM, non-governmental organization (NGO) and the host nation government agencies.

345
346 b. (U) Develop an operational model for the horizontal and vertical
347 development and sustainment of any host-nation police organizations from the
348 national/ministerial level to the local/station level encompassing at a minimum police
349 operations, manning, training, logistics and administrative domains.

350
351 c. (U) Develop an operational model for the horizontal and vertical
352 development and sustainment of any host-nation penal system organizations from the
353 national/ministerial level to the local/jail level encompassing at a minimum penal facility
354 operations, manning, training, logistics and administrative domains.

355
356 d. (U) In coordination with The Judge Advocate General, develop an
357 operational model for the horizontal and vertical development and sustainment of any
358 host-nation judicial systems from the national/ministerial level to the local/court level
359 encompassing at a minimum judicial operations, manning, training, logistics and
360 administrative domains.

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

365
366 f. (U) Develop an operational model for the horizontal and vertical
367 development and sustainment of any host-nation military forces encompassing at a
368 minimum operations, manning, training, logistics and administrative domains.

369
370 g. (U) Review and recommend changes to the capability of the Army to
371 plan for, train, employ and sustain MP customs capabilities to support border control
372 operations until either JIM or host nation forces are capable.

373
374 h. (U) Develop doctrine and processes for vetting potential recruits and
375 applicants for host nation foreign security/military/police forces.

376
377 i. (U) Ensure appropriate doctrine and training exists to allow units to
378 conduct disarmament, demobilization and reintegration (DDR) in conjunction with the
379 JIM and NGOs.

380
381 6. (U) Ensure capabilities to conduct detainee operations support full
382 spectrum operations.

383
384 a. (U) Develop and document an overarching framework for the
385 classification, status, and disposition of detainees.

386
387 b. (U) Develop, update and document metrics for the administrative and
388 logistical requirements associated with wholesale internment of detainees, persons of
389 interest, and refugees or displaced persons consistent with lessons learned.

390
391 c. (U) Develop capability for counter intelligence and HUM INT collection
392 and analysis in BCT and MP Bde and Bn organizations conducting detainee operations
393 for counter insurgency operations inside detention facilities. Determine whether
394 capability is organic or provided from other sources. This capability is separate and
395 distinct from interrogation operations.

396
397 7. (U) In coordination with OPMG, Army DCS G-2, and US Army Criminal
398 Investigation Command (USACIDC), update and develop Police Intelligence Operations
399 (PIO) doctrine and capabilities to provide improved effectiveness and efficiencies in the
400 collection, reporting, analysis, and dissemination of police and criminal intelligence.
401 Ensure that PIO doctrine and capabilities account for and facilitate the sharing of
402 criminal and police information/intelligence with JIM organizations and host nation
403 forces where appropriate.

404
405 a. (U) Develop doctrine and training solutions to provide basic evidence
406 identification, preservation, and rudimentary collection and field interviewing capability to
407 units performing security operations.

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408
409 b. (U) Develop capability for PIO, including police and criminal intelligence
410 collection, analysis, and information dissemination in BCT and MP Bde and Bn
411 organizations and other units as appropriate. Determine whether capability is organic or
412 provided from other sources and pursue the establishment of a Police Intelligence
413 Investigator/Analyst ASI/SSI.

414
415 c. (U) Conduct analysis and develop required capabilities to provide
416 integrated biometric collection and reporting capability at the small unit level within units
417 conducting PIO and security operations, biometric data analysis, fusion and
418 dissemination. Capabilities must be integrated, synthesized and compatible with
419 current and future DOD and Defense Information Systems Agency (DISA) network
420 applications, hardware, and software.

421
422 d. (U) Develop capability to provide deployable forensic lab augmented by
423 reachback capability.

424
425 e. (U) Ensure a clear distinction between criminal information/intelligence
426 and police information/intelligence with respect to knowledge management and update
427 doctrine appropriately.

428
429 8. (U) Review and recommend changes to the capability of the
430 Army Modular Force to plan for, train, employ, and sustain Information Operations (IO)
431 capabilities for full spectrum operations.

432
433 9. (U) In coordination with USASOC, develop IO doctrine that effectively
434 integrates Public Affairs (PA), Civil Affairs (CA), and Psychological Operations (PSYOP)
435 capabilities for full spectrum operations.

436
437 a. (U) Fully integrate IO into Army doctrine. Ensure FM 3-07, *Stability*
438 *Operations* (TBP), addresses Information Engagement.

439
440 b. (U) Revise FM 3-13, *Information Operations*.

441
442 c. (U) Integrate IO into the School of Command Preparation.

443
444 10. (U) Establish doctrine for the use of linguists (military and civilian) to
445 support SO.

446
447 11. (U) Develop doctrine for identifying information requirements for SO.

448
449 12. (U) Develop a playbook regarding the establishment, organization,
450 training and use of provincial reconstruction teams (PRTs) to include the training
451 requirements for PRT leaders operating in coordination with the other USG agencies.

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- 453 13. (U) Increase breadth of leader development and education to enable
454 SO decision making as part of full spectrum operations.
455
456 a. (U) Include SO as a part of the core curriculum at all levels of
457 professional military education.
458
459 b. (U) Coordinate with JFCOM to incorporate SO in joint senior leader
460 education and JIM exercises.
461
462 c. (U) Develop Live-Virtual-Constructive simulations as appropriate to train
463 leaders for SO planning and execution as part of full spectrum operations.
464
465 14. (U) Develop processes and models and ensure Army planners are
466 trained to effectively use them collaboratively with joint forces and the IA to solve
467 complex economic and infrastructure challenges. Ensure they account for the
468 differences and tensions between stabilization, reconstruction, and development and
469 how civilian personnel can be used in each phase.
470
471 15. (U) Integrate SO tasks into institutional, Combat Training Centers
472 (CTCs), and home station training. Specific tasks should include: establish civil security,
473 establish civil control, restore essential services, support to governance, and support to
474 economic and infrastructure development.
475
476 16. (U) Support requirements from units for increased Inter-Service
477 Nonlethal Individual Weapons Instructors Course (INIWIC) allocations.
478
479 17. (U) Develop programs to increase personnel trained on relevant
480 environmental standards. Include information on environmental laws and regulations
481 and decontamination standards, with respect to the conduct of military operations, in
482 Army Senior Leader training courses.
483
484 18. (U) Train intelligence specialists to be able to understand the complete
485 spectrum of cultural, social, political, economic and psychological issues in order to
486 support SO. Develop organic intelligence experts to understand unique cultures in the
487 operational area.
488
489 19. (U) Develop appropriate products to assist Army forces in executing
490 the transition between lead organizations during SO. Leverage interagency training
491 methods and opportunities.
492
493 20. (U) Support Joint Forces Command SO joint concept development and
494 experimentation. Include SO in the Integrated Questions List and venue analysis
495 process to ensure its integration in all full spectrum experimentation and Capstone
496 events.
497
498 21. (U) Given current and future full spectrum engineering requirements,

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

501

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

504

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

507

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

512

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

516

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

520

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

526

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

531

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

534

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

538

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

541

542 e. (U) Incorporate foreign CBRN consequence management planning into
543 leadership training.

544

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545 28. (U) Write a Concept Capability Plan for SO. Follow-on analyses must
546 address the issue of specialized versus full spectrum BCTs for select SO tasks, to
547 include the concepts of Military Assistance and Advisory Groups, Forward Liaison and
548 Assistance Groups, Security Training and Equipping Groups, and Civil Operations,
549 Reconstruction, and Development Support Groups.

550
551 29. (U) Designate an appropriate staff cell to serve as the focal point for
552 TRADOC SO initiatives and to serve as a catalyst for change.

553
554 (2) (U) Tasks to Army Service Component Commands:

555
556 (a) (U) **CG, U.S. Army Central (USARCENT) / Third Army.**

557
558 1. (U) Designate an appropriate military officer as the authority for SO to
559 ensure proper emphasis is given to preparing for SO. In consultation with the
560 CENTCOM Joint Force Coordinating Authority for SO:

561
562 a. (U) Identify SO requirements for plans and Theater Security Cooperation
563 Plans (TSCP).

564
565 b. (U) Incorporate SO into military training, exercises, and planning.

566
567 2. (U) Support CENTCOM intelligence campaign planning for SO. These
568 intelligence campaign plans will be tested and include, at a minimum:

569
570 a. (U) Information on key ethnic, cultural, religious, tribal, economic and
571 political relationships, non-military security forces, legal and governance systems,
572 infrastructure, the information environment, sanitation and health structure, munitions
573 facilities, border controls, and customs processes.

574
575 b. (U) Requirements for the order of battle, open source data, and numbers
576 of personnel with appropriate language and cultural skills and proficiency levels.

577
578 3. (U) Ensure plans specifically address SO throughout all phases of
579 operations, to include Phase 0 TSCP.

580
581 (b) (U) **CG, U.S. Army North (USARNORTH) / Fifth Army.**

582
583 1. (U) Designate an appropriate military officer as the authority for SO to
584 ensure proper emphasis is given to preparing for SO conducted outside of the United
585 States. In consultation with the NORTHCOM Joint Force Coordinating Authority for SO:

586
587 a. (U) Identify SO requirements for plans and TSCPs.

588
589 b. (U) Incorporate SO into military training, exercises, and planning outside
590 of the United States.

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- 591
592 2. (U) Ensure Phase 0 TSCPs specifically address SO.
593
594 (c) (U) **CG, U.S. Army South (USARSO) / Sixth Army.**
595
596 1. (U) Designate an appropriate military officer as the authority for SO to
597 ensure proper emphasis is given to preparing for SO. In consultation with the
598 SOUTHCOM Joint Force Coordinating Authority for SO:
599
600 a. (U) Identify SO requirements for plans and TSCPs.
601
602 b. (U) Incorporate SO into military training, exercises, and planning.
603
604 2. (U) Support SOUTHCOM intelligence campaign planning for SO. These
605 intelligence campaign plans will be tested and include, at a minimum:
606
607 a. (U) Information on key ethnic, cultural, religious, tribal, economic and
608 political relationships, non-military security forces, legal and governance systems,
609 infrastructure, the information environment, sanitation and health structure, munitions
610 facilities, border controls, and customs processes.
611
612 b. (U) Requirements for the order of battle, open source data, and numbers
613 of personnel with appropriate language and cultural skills and proficiency levels.
614
615 3. (U) Ensure plans specifically address SO throughout all phases of
616 operations, to include Phase 0 TSCP.
617
618 (d) (U) **CG, U.S. Army Europe (USAREUR) / Seventh Army.**
619
620 1. (U) Designate an appropriate military officer as the authority for SO to
621 ensure proper emphasis is given to preparing for SO. In consultation with the EUCOM
622 Joint Force Coordinating Authority for SO:
623
624 a. (U) Identify SO requirements for plans and TSCPs.
625
626 b. (U) Incorporate SO into military training, exercises, and planning.
627
628 2. (U) Support EUCOM intelligence campaign planning for SO. These
629 intelligence campaign plans will be tested and include, at a minimum:
630
631 a. (U) Information on key ethnic, cultural, religious, tribal, economic and
632 political relationships, non-military security forces, infrastructure, legal and governance
633 systems, the information environment, sanitation and health structure, munitions
634 facilities, border controls, and customs processes.
635

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

638

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

641

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

646

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

648

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

652

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

654

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

656

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

659

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

664

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

667

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

670

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

674

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

678

679 (f) (U) **CG, Eighth U.S. Army (EUSA).**

680

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- 681 1. (U) Designate an appropriate military officer as the authority for SO to
682 ensure proper emphasis is given to preparing for SO. In consultation with the USFK
683 Joint Force Coordinating Authority for SO:
684
- 685 a. (U) Identify SO requirements.
686
687 b. (U) Incorporate SO into military training, exercises, and planning.
688
- 689 2. (U) Ensure plans specifically address SO throughout all phases of
690 operations.
691
- 692 3. (U) Increase number of USAMPS INIWIC graduates at the BCT level to
693 ensure adequate capability to train and familiarize units in non-lethal weapons and
694 tactics in full spectrum operations.
695
- 696 (g) (U) **CG, U.S. Army Space and Missile Defense Command / U.S.**
697 **Army Forces Strategic Command (USASMDC / ARSTRAT).** (U) Provide support to
698 the implementation and execution of this Action Plan and provide relevant assistance as
699 necessary to other Army organizations and staffs.
700
- 701 (h) (U) **CG, U.S. Army Special Operations Command (USASOC).**
702
- 703 1. (U) Assist TRADOC in assessing the appropriate roles and missions of
704 GPF and Special Operations Forces (SOF) and make recommendations for divestiture
705 of tasks that do not require special operations skills.
706
- 707 2. (U) Assist TRADOC development of doctrine for GPF to execute
708 divested missions by providing the necessary Army SOF subject matter expertise.
709
- 710 a. (U) Provide technical review of doctrine developed by TRADOC for GPF
711 to execute FID.
712
- 713 b. (U) Provide technical review of training developed by TRADOC to
714 institutionalize advisor training for GPF.
715
- 716 3. (U) Ensure doctrine clearly defines and deconflicts the supporting role of
717 CA during SO.
718
- 719 4. (U) In coordination with TRADOC, assist in development of IO doctrine
720 that more effectively integrates CA and PSYOP capabilities for full spectrum operations.
721
- 722 (3) (U) Tasks to Direct Reporting Units:
723
- 724 (a) (U) **CG, U.S. Army Test and Evaluation Command (ATEC).** (U)
725 Establish and maintain capability to address SO implications during developmental and

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726 operational testing per the requirements documented in system Test and Evaluation
727 Master Plans.

728
729 (b) (U) **CG, U.S. Army Criminal Investigation Command (USACIDC).**

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

736
737 1. (U) Support doctrine development and training solutions to provide basic
738 evidence identification, preservation, and rudimentary collection and basic field
739 interviewing capability to units performing security operations.

740
741 2. (U) Support TRADOC development of a capability for PIO, including
742 police and criminal intelligence collection, analysis and information dissemination in
743 BCT and MP Bde and Bn organizations and other units as appropriate.

744
745 3. (U) Support the analysis and the development of the capabilities
746 required to provide integrated biometric collection and reporting at the small unit level
747 within units conducting PIO and security operations, and for biometric data analysis,
748 fusion and dissemination. Capabilities must be integrated, synthesized and compatible
749 with current and future DOD and Defense Information Systems Agency (DISA) network
750 applications, hardware and software as well as intelligence doctrine.

751
752 4. (U) Support the development of a capability to provide deployable
753 forensic labs augmented by reach back capability.

754
755 (c) (U) **CG, U.S. Army Reserve Command (USARC).** See Chief, Army
756 Reserve sub-unit tasks.

757
758 (d) (U) **CG, Military District of Washington (MDW).** (U) Support
759 development and execution of a program with major regional municipal organizations to
760 educate Officers and Senior NCOs on industry best practices in areas that support
761 Army forces conducting SO.

762
763 (e) (U) **CG, U.S. Army Corps of Engineers (USACE).** See Chief of
764 Engineers sub-unit tasks.

765
766 (f) (U) **CG, U.S. Army Medical Command (USAMEDCOM).**

767
768 1. (U) Revise Army Health Systems (AHS) doctrine. Integrate AHS SO
769 doctrine with Army, joint and interagency processes. In coordination with the CA
770 proponent, develop doctrine and training that addresses the interface of medical forces

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771 with host-nation medical and veterinary organizations (military and civilian), interagency
772 and multi-national organizations (governmental and non-governmental).

773
774 2. (U) Support TRADOC efforts to publish a Commander's Handbook for
775 SO.

776
777 a. (U) Ensure doctrine clearly defines, de-conflicts, and integrates the roles
778 of CA and Medical forces during SO.

779
780 b. (U) Support TRADOC efforts for a handbook regarding the
781 establishment, organization, training, and utilization of provincial reconstruction teams
782 (PRTs) to include the training requirements for PRT leaders.

783
784 3. (U) Ensure AHS is able to conduct SO simultaneously with major combat
785 operations at the tactical, operational and strategic levels, including its associated tasks,
786 assessment tools and processes, which appropriately incorporate the Civilian Corps.
787 Review current modular AHS organizations to ensure they can execute assigned SO
788 tasks, including, but not limited to:

789
790 a. (U) Advising host nation ministry (e.g., Ministry of Health) and other host
791 nation healthcare administration teams.

792
793 b. (U) Advising on facility functionality assessments and requirements.

794
795 c. (U) Advising on the development of a public health and treatment
796 system, and aiding as necessary for public safety.

797
798 d. (U) Advising and assisting the host nation in the recruitment, training,
799 and education of health and ancillary care providers.

800
801 e. (U) Advising and assisting in developing a host nation medical logistics
802 system.

803
804 f. (U) Meeting all contingency mission requirements for medical support
805 to CBRNE.

806
807 g. (U) Advising and assisting in developing host nation veterinary
808 healthcare programs.

809
810 4. Recommend adjustments to the medical rules of allocation and planning
811 factors to recognize SO demand in TAA.

812
813 5. (U) Assess, evaluate, train and coordinate AHS capabilities across the
814 full spectrum of military operations to ensure unity of effort.

815

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

819
820 b. (U) Increase breadth of leader development and education to enable full
821 spectrum decision making in SO.

822
823 c. (U) Update and develop AMEDD curriculum to incorporate SO as an
824 element of full spectrum operations.

825
826 d. (U) Review current IA training methods and take appropriate actions in
827 order to leverage these opportunities within AMEDD.

828
829 6. (U) Ensure Army medical research, development, and acquisition
830 strategies consider SO as part of their support to full spectrum operations.

831
832 7. (U) In support of FORSCOM, assist in the development and execution of
833 a program with major regional municipal organizations to educate Officers and Senior
834 NCOs on industry best practices in public health administration and other related
835 medical areas that support Army forces conducting SO.

836
837 8. (U) Institutionalize and improve the responsiveness and readiness of
838 civilian MEDCOM capabilities to mobilize in support of Army forces conducting SO.

839
840 (g) (U) **CG, U.S. Army Intelligence and Security Command**
841 **(USAINSCOM).**

842
843 1. (U) Support TRADOC efforts to develop doctrine and responsibilities for
844 the use of linguists (military and civilian) to support SO.

845
846 2. (U) Develop criteria, standards and measures used to screen qualified
847 and reliable linguist contractors in a contingency or surge operation in order to assist
848 ASA(ALT) in obtaining contracted linguist support.

849
850 3. (U) Support TRADOC efforts to train intelligence specialists to be able to
851 understand the complete spectrum of cultural, social, political, economic and
852 psychological issues in order to support SO. Develop organic intelligence experts to
853 understand unique cultures in the operational area.

854
855 4. (U) Ensure the capability to conduct HUM INT collection and analysis at
856 echelons above corps support SO.

857
858 5. (U) Support TRADOC efforts to develop intelligence database on
859 personnel, infrastructure, and media and the ability to properly analyze them.

860

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861 6. (U) Develop formal linkages with CA forces in order to synchronize
862 processes, procedures, and capabilities for civil information collection, analysis, and
863 sharing.

864

865 (4) (U) Tasks to HQDA Staff:

866

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

869

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

872

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

875

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

878

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

881

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

884

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

887

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

890

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

893

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

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

896

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

899

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

903

904 2. (U) In conjunction with Chief, Legislative Liaison, support Joint Staff,
905 OSD, and IA legislation efforts pertaining to SO.

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907 3. (U) Support Joint Staff, OSD, and IA in identification of fiscal and
908 financial limitations on USG abilities to support SO. Assist OSD and IA in the
909 development of legislation and policies that decrease identified limitations.

910

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

913

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

918

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

921

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

928

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

930

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

934

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

939

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

941

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

947

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

951

952 (h) (U) **Deputy Chief of Staff, G-1.**

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953

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

958

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

961

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

964

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

970

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

973

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

975

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

978

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

982

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

986

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

992

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

996

997 (j) (U) **Deputy Chief of Staff, G-3/5/7.**

998

1. (U) **DAMO-SSI.**

1000

1001 a. (U) Share emerging SO doctrine with American, British, Canadian,
1002 Australian and New Zealand (ABCA) national directors, develop working group projects
1003 and leverage lessons learned system for standardization of doctrine and materiel, and
1004 actively seek to share US efforts in improving capabilities to conduct SO.

1005

1006 b. (U) Increase visibility of HQDA SO-related theater security cooperation
1007 (TSC) activities by ensuring they are visible in the COCOM TSC Management
1008 Information Systems.

1009

1010 2. (U) **DAMO-SSP.**

1011

1012 a. (U) Support incorporation of full spectrum operations into defense
1013 planning scenarios.

1014

1015 b. (U) Support or assist in development and integration of SO into national
1016 security planning scenarios to reflect whole of government planning requirements.

1017

1018 c. (U) Provide SS input to strategy documents that reflects SO as an
1019 element of full spectrum operations and its associated requirements.

1020

1021 d. (U) Identify appropriate scenarios and vignettes to capture SO
1022 requirements.

1023

1024 e. (U) Lead the effort to increase GPF capability and capacity to conduct 1025 designated
FID missions. Coordinate with OSD, TRADOC and FORSCOM to ensure 1026 efforts are
synchronized and address all DOTMLPF requirements.

1027

1028 f. (U) In coordination with TRADOC, ensure Joint Operations Concepts
1029 (JOpsC) family addresses land force requirements for SO.

1030

1031 3. (U) **DAMO-SSW.**

1032

1033 a. (U) Review ASCC supporting plans to ensure they explicitly include the
1034 SO element of full spectrum operations, to include but not limited to:

1035

1036 (1). (U) Information on key ethnic, cultural, religious, tribal, economic and
1037 political relationships, non-military security forces, legal and governance structures,
1038 infrastructure, the information environment, sanitation and health structure, munitions
1039 facilities, border controls, and customs processes.

1040

1041 (2). (U) Requirements for the order of battle, open source data, and
1042 numbers of personnel with appropriate language and cultural skills and proficiency
1043 levels.

1044

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- 1045 b. (U) Ensure reviewed plans specifically address SO throughout all
1046 phases of operations, to include Phase 0 TSCP.
1047
- 1048 c. (U) Support DAMO-SSO development of templates for metrics to assess
1049 opportunities for transition to IA and then to the host nation.
1050
- 1051 d. (U) Establish and secure Army senior leader approval for the appropriate
1052 Strategic Environment, scenarios, and vignettes for TAA 10-15. Ensure the selected
1053 events capture SO requirements.
1054
- 1055 4. (U) **DAMO-SSO.**
1056
- 1057 a. (U) Act as the HQDA proponent for SO policy and residual proponent for
1058 initiatives produced under the Army Focus Area “Improve Capabilities for Stability
1059 Operations”.
1060
- 1061 b. (U) Develop, coordinate and represent Army SO strategy/policy positions
1062 within the JIM community. Manage Army SO support to and from S/CRS, the U.S. 1063
Agency for International Development, and other USG Agencies.
1064
- 1065 c. (U) Integrate tasks in this action plan into the Strategic Management
1066 System (SMS) initiative to “Improve Capabilities for Stability Operations”.
1067
- 1068 d. (U) Develop and monitor all SO-related studies.
1069
- 1070 e. (U) Support the establishment and operation of the USG Center for
1071 Complex Operations.
1072
- 1073 f. (U) Seek approval to expand existing CMEP activities beyond NATO
1074 Partnership for Peace.
1075
- 1076 g. (U) Establish DA policy to support organization, establishment and 1077
employment of Government Support Teams (GSTs), Ministry Support Teams (MSTs),
1078 and Provincial Reconstruction Teams (PRTs). Appropriately incorporate the Civilian
1079 Corps.
1080
- 1081 h. (U) IAW AR 5-22, designate Army proponent for SO functions as
1082 appropriate.
1083
- 1084 i. (U) Define and prioritize critical personnel knowledge, skill or abilities
1085 worthy of tracking. In conjunction with the G-1, develop the appropriate tracking
1086 mechanism.
1087
- 1088 j. (U) Monitor and review USARC and USASOC activities regarding
1089 ongoing integration of CA doctrine, force structure, and operations into SO.
1090

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- 1091 5. (U) **PKSOI**.
1092
- 1093 a. (U) Assist in the development and assessment of civilian and military 1094
training and education programs. Ensure these programs address the challenges of SO
1095 and foster mutual participation.
1096
- 1097 b. (U) Advise and support military and civilian organizations to acquire and
1098 maintain the capabilities they require to effectively plan, prepare, execute, and assess
1099 SO to achieve strategic and operational objectives.
1100
- 1101 c. (U) Engage military and civilian organizations in a collaborative process
1102 for collection, evaluation, and dissemination of lessons learned for SO at the strategic
1103 and operational levels.
1104
- 1105 d. (U) Work in partnership with military, USG civilian, international, and
1106 multinational organizations to shape processes for and assist in the development and
1107 review of SO concepts and doctrine.
1108
- 1109 e. (U) Advise and assist USG military and civilian agencies in incorporating
1110 stability and peace operations into strategic planning documents, major plans, JIM
1111 experimentation, and selected major exercises .
1112
- 1113 f. (U) Execute duties in accordance with the PKSOI Authorities message
1114 published by HQDA G-3/5/7.
1115
- 1116 6. (U) **DAMO-SSF**.
1117
- 1118 a. (U) Expand the Military Personnel Exchange Program (MPEP) to
1119 support COCOM Theater Security Cooperation Strategies in consonance with HQDA G -
1120 3/5 established priorities of increasing cooperation with current and potential partners
1121 and building partner capacity for SO.
1122
- 1123 b. (U) Identify strategic education requirements required for individuals
1124 prior to assignment in an IA, IO, or NGO position.
1125
- 1126 c. (U) Continue to reevaluate the Foreign Area Officers (FAO) program to
1127 better support maneuver commanders for full spectrum operations.
1128
- 1129 d. (U) Expand the Senior Service College and Senior Army Fellowship
1130 Programs. Select fellowships should include SO as a focus and support TSC programs
1131 with current and potential partners. Consider establishing fellowships in international
1132 environments.
1133
- 1134 7. (U) **DAMO-SSD**. (U) Provide CWMD expertise in support of strategies,
1135 plans and doctrine for SO.
1136

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1137 8. (U) **DAMO-SSR.** (U) Ensure partner nations are kept informed of US
1138 Army SO capabilities and initiatives, and incorporate into strategic engagements as
1139 appropriate.

1140

1141 9. (U) **DAMO-TR.**

1142

1143 a. (U) Lead all Army efforts to train SO as an element of full spectrum
1144 operations, and ensure SO is fully integrated into all relevant training policy, initiatives
1145 and activities as a core mission comparable to combat operations.

1146

1147 b. (U) Ensure that program of instruction changes directed under the Army
1148 Leaders for the 21st Century (AL-21) campaign plan effectively transform OES and
1149 NCOES to include SO in the full spectrum operations model.

1150

1151 c. (U) Reinforce SO in HQDA G-3/TRADOC training workshops and
1152 venues.

1153

1154 d. (U) Execute the Defense Language Transformation Roadmap.

1155

1156 e. (U) Ensure replication of the contemporary operating environment
1157 accounts for and integrates IA personnel, capabilities, and requirements.

1158

1159 f. (U) Update DA Pam 350-38 (STRAC) to include nonlethal munitions
1160 training strategies, weapons qualifications standards, and resource requirements
1161 throughout all unit types. Develop DA nonlethal training guidance for Army-wide
1162 institutional and MTOE unit use.

1163

1164 10. (U) **DAMO-CI.** (U) Provide support to the implementation and
1165 execution of this Action Plan and provide relevant assistance as necessary to other
1166 Army organizations and staffs.

1167

1168 11. (U) **DAMO-FM.**

1169

1170 a. (U) Fully integrate SO requirements into Total Army Analysis modeling to
1171 include the updating of the ability of models to address SO functions, missions, and
1172 organizations.

1173

1174 b. (U) Review the Center for Army Analysis' (CAA) capacity analysis for
1175 potential application to TAA 10-15.

1176

1177 c. (U) Determine SO military and civilian force requirements and assign a
1178 high priority for resourcing of those requirements in TAA.

1179

1180 d. (U) Standardize language and regional identification codes in support of
1181 the Defense Language Transformation Roadmap.

1182

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1183 e. (U) Explore options for supporting full implementation of the Expanded
1184 Graduate School Program.

1185

1186 12. (U) **DAMO-BC.**

1187

1188 a. (U) Ensure that the Army's current and future Battle Command
1189 capabilities undergo DOTMLPF analysis and are fully integrated with SO missions,
1190 focusing on SO at echelon above division and in Battle Command Systems.

1191

1192 b. (U) Maintain HQDA oversight for identification of modeling and
1193 simulation capability gaps and potential solutions in support of theater-level and JTF-
1194 level SO.

1195

1196 13. (U) **DAMO-OD.**

1197

1198 a. (U) Support TRADOC and USASOC integration of IO into SO.

1199

1200 b. (U) Ensure SO requirements are incorporated into future Asymmetric
1201 Warfare (AW) concepts.

1202

1203 c. (U) Coordinate with TRADOC on development of AW aspects of the
1204 future force concept for SO.

1205

1206 (k) (U) **Deputy Chief of Staff, G-4.**

1207

1208 1. (U) Support OSD and the IA in identification of logistical
1209 limitations on USG abilities to support SO. Assist OSD and IA development of policies
1210 that decrease identified limitations.

1211

1212 2. (U) Ensure logistics support capabilities, policies, plans, concepts and
1213 organizations are developed that will support all aspects of SO.

1214

1215 3. (U) Support TRADOC development of sustainment doctrine for SO.

1216

1217 4. (U) Support G-3/5/7 FM in fully integrating logistics support requirements
1218 in support of SO into TAA modeling to include the updating of the ability of models to
1219 address SO functions, missions and organizations.

1220

1221 5. (U) Support G-3/5/7 SSP by incorporating logistics support-related
1222 concepts in the OSD/JS directed defense planning scenario and multi-service force
1223 deployment processes.

1224

1225 6. (U) Support G-3/5/7 SSW in reviewing COCOM and supporting plans by
1226 ensuring tasks with Army logistics implications in support of SO are properly addressed.

1227

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1228 7. (U) Support G-3/5/7 SSW in the development of prepositioned stock
1229 program including unit sets, operational project stocks, and Army war reserve
1230 sustainment stocks that support SO.

1231
1232 8. (U) Support TRADOC in assuring Army logistics matters in support of
1233 SO are properly addressed in publications.

1234
1235 (l) (U) **Deputy Chief of Staff, G-8.**

1236
1237 1. (U) Provide CAA analytical and modeling support to TAA 10-15 to
1238 integrate SO requirements accurately into the TAA analysis.

1239
1240 2. (U) Determine the feasibility of CAA capturing TDA/Civilian Corps
1241 structures - like USACE - in SO modeling/analysis.

1242
1243 3. (U) Pursue development of OSD/IA policy that decreases limitations on
1244 financial and logistical support to SO.

1245
1246 (m) (U) **Director, Program Analysis and Evaluation (PA&E).** (U) Provide
1247 support to the implementation and execution of this Action Plan and provide relevant
1248 assistance as necessary to other Army organizations and staffs.

1249
1250 (n) (U) **Assistant Chief of Staff, Installation Management (ACSIM).**

1251
1252 1. (U) Support ASA(I&E) efforts with respect to SO.

1253
1254 2. (U) Provide support to the implementation and execution of this Action
1255 Plan and provide relevant assistance as necessary to other Army organizations and
1256 staffs.

1257
1258 (o) (U) **Chief of Engineers.**

1259
1260 1. (U) Establish a Theater Engineer element and processes needed to
1261 plan, train, and deploy capabilities in support of Joint/Army Service Component
1262 Command (ASCC) HQ.

1263
1264 2. (U) Institutionalize and improve the responsiveness and readiness of
1265 civilian Corps of Engineers' capabilities to mobilize in support of Army forces conducting
1266 SO.

1267
1268 3. (U) Update USACE publications and regulations to address Field Force
1269 Engineering teams and the means to request and mobilize them. Incorporate Field
1270 Force engineering doctrine within Army and Joint publications.

1271

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1272 4. (U) Lead the Army's analysis to establish and provide base operations
1273 capabilities to support the operational Army in a contingency environment and provide
1274 infrastructure and city management expertise to support the host nation.

1275
1276 5. (U) Establish mechanisms through which USACE contracting capabilities
1277 can be used to support bottom-up, small-scale solutions to economic and infrastructure
1278 problems.

1279
1280 6. (U) Execute Civil-Military Emergency Preparedness (CMEP) activities
1281 within framework and guidance from HQDA G-3/5/7.

1282
1283 7. (U) Given current and future full spectrum engineering requirements, 1284
ensure the proper skill sets are developed and available to meet the Army's and the
1285 Nation's needs.

1286
1287 8. (U) Track engineer specialists across components.

1288
1289 9. (U) Support TRADOC Commander's Handbook for Stability Operations
1290 with relevant sections on reconstruction operations.

1291
1292 10. (U) In support of FORSCOM, assist in the development and execution
1293 of a program with major regional municipal organizations to educate Officers and Senior
1294 NCOs on industry best practices in engineering areas that support Army forces
1295 conducting SO.

1296
1297 (p) (U) **Chief, Army Reserve and Commander, U.S. Army Reserve**
1298 **Command (CAR/CG USARC).**

1299
1300 1. (U) Improve the recruitment process of Reserve Soldiers for CA to
1301 ensure skills better align with requirements for specific expertise.

1302
1303 2. (U) Implement an information system to identify, track, and manage
1304 specialized civilian skills for Soldiers (Active, Reserve, and Retired Reserve) and
1305 identify the resource requirements to sustain this system. Collaborate with the Army G -
1306 1 to establish a pool of expertise for teaching and execution of governance operations.

1307
1308 3. (U) Provide, sustain and reconstitute trained and ready forces to support
1309 Army requirements for SO as an element of full spectrum operations.

1310
1311 4. (U) Improve and institutionalize the responsiveness and readiness of
1312 CS/CSS capabilities to mobilize and deploy in support of Army forces conducting SO.

1313
1314 5. (U) Develop a Reserve Component (RC) SO integration cell at G-3/5
1315 with reachback to RC assets.

1316

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1317 6. (U) Reevaluate the size and composition of USAR CA and PSYOP force
1318 structure to meet Army requirements within ARFORGEN to support sustained SO.

1319
1320 7. (U) Develop education and training strategies and programs to enhance
1321 SO capabilities and skill sets within the Army Reserve.

1322
1323 8. (U) Develop a modular model for the USAR training structure that
1324 supports the ARFORGEN model and SO while providing predictability.

1325
1326 9. (U) In coordination with USASOC, assist TRADOC in development of IO
1327 doctrine that fully integrates CA and PSYOP capabilities.

1328
1329 (q) (U) **Director, Army National Guard.**

1330
1331 1. (U) Ensure the design and organization of the Army Liaison Team
1332 supports the requirements of SO.

1333
1334 2. (U) Institute a system that allows the tracking of specialized civilian skills
1335 for M-day soldiers. Collaborate with the Army G-1 to establish a pool of expertise for
1336 teaching and execution of governance operations.

1337
1338 3. (U) Increase number of non-lethal weapons certified instructors at the
1339 BCT level to ensure adequate capability to train and familiarize units in non-lethal
1340 weapons and tactics in support of full spectrum operations.

1341
1342 4. (U) Ensure that DOTMLPF changes directed in this action plan which
1343 are under the purview of the NGB are executed in order to increase the capability of
1344 ARNG forces to execute SO commensurate with the active component.

1345
1346 (r) (U) **The Surgeon General.** (U) Support USAMEDCOM efforts to
1347 institutionalize change for conducting SO.

1348
1349 (s) (U) **The Judge Advocate General.**

1350
1351 1. (U) Incorporate into Army senior leader training information on the legal
1352 requirements of the Geneva Conventions and international law with respect to
1353 indigenous populations in SO, including, but not limited to, detainees, person of interest,
1354 and refugees or displaced persons.

1355
1356 2. (U) Provide assistance as necessary to other Army organizations and
1357 staffs to incorporate the promotion of the rule of law component of SO in joint military
1358 planning.

1359
1360 3. (U) Develop institutional rule of law curricula and training, in coordination
1361 with USD (P&R) and the Joint Staff, for JA and legal practitioners to support rule of law
1362 activities during SO.

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1363

1364

1365 4. (U) Provide advice and assistance as necessary in the sharing of
1366 information regarding SO with USG departments and agencies, foreign governments
1367 and forces, IOs, NGOs, and members of the private sector supporting SO.

1367

1368

1369 5. (U) Develop JA doctrine that incorporates and develops rule of law
1370 competencies for SO.

1370

1371

1372 6. (U) Develop doctrine, training, and manning for JA support to host nation
1373 police training in order to provide Rules for the Use of Force (RUF), human rights,
1374 evidence collection, and investigations to foreign police.

1374

1375

1376 7. (U) Develop doctrine, training, and manning for JA support to host nation
1377 security force training in order to provide Rules of Engagement (ROE), detention
1378 operations, Military Justice, Geneva Conventions (Law of Armed Conflict), and claims
1379 processing training for foreign militaries.

1379

1380

1381 8. (U) Develop institutional rule of law curricula and training for JA and
1382 legal practitioners conducting rule of law missions during SO in to ensure training
1383 incorporates information on stability operations and promotion of the rule of law.

1383

1384

1385 9. (U) Develop a rule of law short course to provide training for JA and
1386 other appropriate personnel in the legal aspects of rule of law operations.

1386

1387

1388 10. (U) Coordinate with TRADOC to develop a short course that
1389 addresses the interdisciplinary aspects of rule of law operations and informs other rule
1390 of law participants on the roles and responsibilities of JA personnel in rule of law
1391 activities.

1391

1392

1393 11. (U) Develop a Rule of Law Practitioner's Guide for use by JA and
1394 practitioners conducting SO.

1394

1395

1396 12. (U) Support JS/OSD creation and manning of rule of law JA positions
1397 on the OSJA joint manning document at each COCOM in order to provide dedicated
1398 and comprehensive advice on SO and rule of law for operational planning and
1399 execution.

1399

1400

1401 13. (U) Provide advice, as necessary, to the G-1 for development of
1402 required programs and procedures necessary for the full integration of the Civilian
1403 Corps into SO.

1403

1404

(t) (U) Chief of Chaplains.

1405

1406

1407 1. (U) Ensure doctrine, education and training enable Chaplains to provide
1408 an advisory capability on local religious considerations and to liaise with religious
1409 leaders consistent with lead agency operational plans.

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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.

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1454 b. (U) Support TRADOC development of a capability for PIO, including
1455 police and criminal intelligence collection, analysis and information dissemination in
1456 BCT and MP Bde and Bn organizations and other units as appropriate.

1457
1458 c. (U) Support the analysis and development of the capabilities required to
1459 provide integrated biometric collection and reporting at the small unit level within units
1460 conducting PIO and security operations and for biometric data analysis, fusion and
1461 dissemination. Capabilities must be integrated, synthesized and compatible with
1462 current and future DOD and DISA network applications, hardware and software as well 1463
as intelligence doctrine.

1464
1465 d. (U) Develop capability to provide deployable forensic lab augmented by
1466 reachback capability.

1467
1468 e. (U) Ensure a clear distinction between criminal information/intelligence
1469 and police information/intelligence with respect to knowledge management and update
1470 doctrine appropriately.

1471
1472 2. (U) Pursue the development of a TWI-type program with major regional
1473 municipal civilian police organizations to educate MP Officers and Senior NCOs on
1474 policing best practices. Maintain oversight of program and resource and coordinate
1475 participation and execution with Army Command Provost Marshals.

1476
1477 (x) (U) **Chief, Military History.** (U) Ensure the Center for Military History
1478 and command historians support SO.

1479
1480 c. (U) Coordinating Instructions.

1481
1482 (1). (U) Priority. As articulated in the policy documents described in the
1483 overview section of this plan, SO capabilities occupy a priority equal to that of offensive
1484 and defensive operations. While this does not literally mean that equal resources must
1485 be applied to each set of capabilities, it is imperative that the Army take the steps
1486 necessary to accomplish all major elements of full spectrum operations. Organizations
1487 and commands must internally prioritize and weigh the risks associated with resourcing
1488 decisions. The ACP Forum may be utilized to seek decisions that require VCSA-level
1489 approval.

1490
1491 (2) (U) The tasks to subordinate units contained in this document should be
1492 considered initiatives. Commands and organizations will identify specific tasks and
1493 solutions required to accomplish each assigned initiative and will propose metrics with
1494 associated timelines for each task/solution within 45 days of the approval of this plan.
1495 Detailed implementation instructions will be published by G-3/5/7 following plan
1496 approval.

1497
1498 (3) (U) Following G-3/5/7 approval of tasks and metrics, all initiatives will be
1499 tracked under the Strategic Management System (SMS) Initiative 2.5 (Improve

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1500 Capabilities for Stability Operations). ACOMs, ASCCs, DRUs, and ARSTAF elements 1501
will be responsible for maintaining updated metric data IAW SMS business practices.

1502
1503 (4) (U) Commands and Organizations will inform DAMO-SSO of ongoing or
1504 future significant initiatives, projects, or other DOTMLPF activities they are conducting
1505 that further the Army's ability to conduct SO.

1506
1507 4. (U) Administration and Logistics. Omitted.

1508
1509 5. (U) Command and Control.

1510
1511 a. (U) DCS, G-3/5/7 is responsible for leading Army SO. The HQDA Stability
1512 Operations Division (DAMO-SSO) is responsible for oversight, monitoring and execution
1513 of this plan.

1514
1515 b. (U) This plan is effective for execution upon receipt.