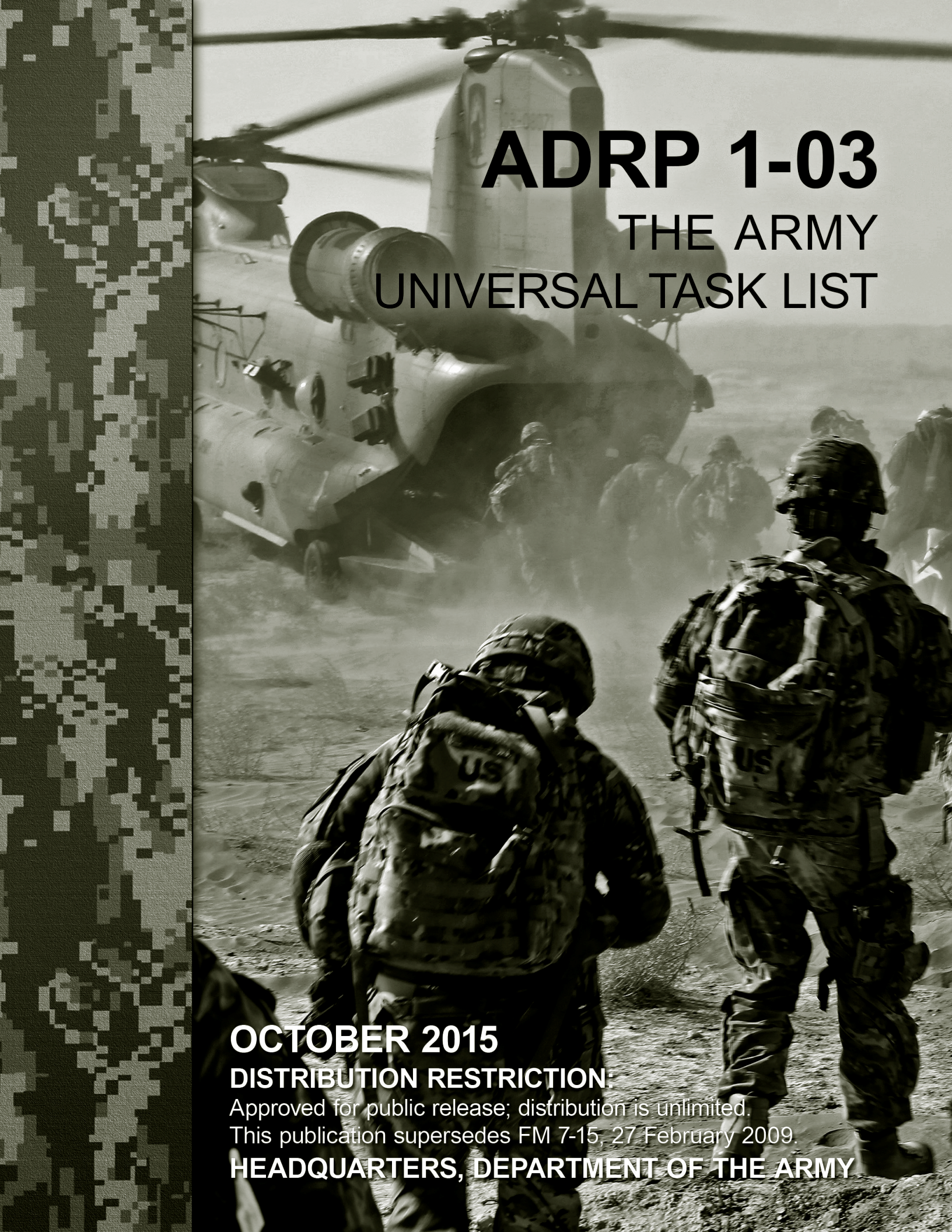


ADRP 1-03

THE ARMY UNIVERSAL TASK LIST

OCTOBER 2015

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The Army Universal Task List

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Preface

ADRP 1-03 provides the structure and content of the Army Universal Task List (AUTL). The AUTL is intended to inform all members of the Profession of Arms of what the Army contributes to the joint force in terms of tasks performed. Additionally, it is intended that proponent training developers use the AUTL to develop more comprehensive training and evaluation outline evaluation criteria for collective tasks and proponent combat developers to better understand the tasks a given unit must perform.

The AUTL is a comprehensive, but not all-inclusive listing of Army tasks, missions, and operations. Units and staffs perform tasks, provide capabilities, accomplish missions, and conduct operations at corps level and below. For each task, the AUTL provides a numeric reference, a task title, a task description, a doctrine reference, and, in most cases, recommended measures of performance (measures). Training developers use these measures to develop training and evaluation outline evaluation criteria for supporting collective tasks. The task proponent is responsible for developing the training and evaluation outlines that supports each AUTL task. As a catalog, the AUTL captures doctrine as it existed on the date of its publication.

The principal audience for ADRP 1-03 is the institutional force, specifically personnel performing capability development, integration functions, and training development. Commanders and staffs in the operational force should refer to the Combined Arms Training Strategies (known as CATS) in the Army Training Management System (known as ATMS) which contain training and evaluation outlines (known as T&EO) for collective and individual task. Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning the range of military operations and joint or multinational forces.

Commanders, staffs, and subordinates ensure their decisions and actions comply with applicable United States, international and, in some cases, host-nation laws and regulations. Commanders at all levels ensure their Soldiers operate in accordance with the law of war and the rules of engagement (see FM 27-10).

ADRP 1-03 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which ADRP 1-03 is the proponent publication (the authority) are marked with an asterisk (*) in the glossary. Definitions for which ADRP 1-03 is the proponent publication are boldfaced in the text. For other definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition.

ADRP 1-03 applies to the Active Army, Army National Guard/Army National Guard of the United States, and United States Army Reserve unless otherwise stated. The proponent of ADRP 1-03 is the United States Army Combined Arms Center. The preparing agency is the Combined Arms Doctrine Directorate, United States Army Combined Arms Center. Send comments and recommendations on a DA Form 2028 (*Recommended Changes to Publications and Blank Forms*) to Commander, U.S. Army Combined Arms Center and Fort Leavenworth, ATTN: ATZL-MCD (ADRP 1-03), 300 McPherson Avenue, Fort Leavenworth, KS 66027-2337; by e-mail to usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil; or submit an electronic DA Form 2028.

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Introduction

The Army Universal Task List (AUTL) describes what well-trained, well-led, and well-equipped Soldiers do for the Nation. While focused on the land dimension, abilities of Army forces complement abilities of other Services. The ability of Army forces to perform tasks builds the credible land power necessary for joint force commanders to preclude and deter enemy action, win decisively if deterrence fails, and establish a rapid return to sustained stability.

The AUTL provides a common language and reference system for doctrine, capability, and training developers. Proponents and schools use AUTL tasks, those tasks' recommended measures of performance, and the unit's table of organization and equipment to establish unit-specific, collective task training and evaluation outlines. Proponent training and evaluation outlines provide the measurable conditions and standards to be used by commanders in evaluating an organization and individuals' abilities to perform these tasks.

The AUTL's link to the Universal Joint Task List (UJTL) at tactical, operational, and strategic levels aids analysts and planners in understanding the Army's role and integrating joint operations.

For Army units, the primary source for standards is their proponent-approved individual and collective tasks. Proponents revise standards when the mission variables described in ADRP 3-0 of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC) significantly differ from those standards associated with a task training and evaluation outline. Significant differences between assumed METT-TC in the tasks outlined in this manual and a commander's assessment of METT-TC may include new unit equipment, a table of organization, force packaging decisions during deployment, or new unit tasks.

The AUTL divides the warfighting functions into Army tactical tasks (ARTs). Many ARTs have parallel tasks at the other levels of war, which are addressed in the UJTL. For example, ARTs associated with preparations for overseas movement link vertically to operational-level, force projection tasks. Vertical task links provide connectivity among tactical, operational, and strategic activities. However, contributions of tactical land power to joint military power are unique in some cases and do not necessarily link directly to operational and strategic-level UJTL tasks.

The AUTL does not include tasks that Army forces perform as part of joint and multinational forces at the strategic and operational levels. Those tasks are included in the UJTL. The UJTL defines tasks and functions performed by Army forces operating at the strategic and operational levels of war. The UJTL provides an overall description of joint tasks to apply at strategic, operational, and tactical levels of command. The UJTL also provides a standard reference system used by TRADOC combat developers for analysis, such as front-end analysis of force element capabilities. Each military Service is required to publish its own tactical task list to supplement the UJTL. The AUTL is the Army supplement to the UJTL.

The AUTL complements the UJTL by providing tactical level of war, Army specific tasks. The AUTL—

- Provides a common, doctrinal structure for collective tasks that support Army tactical missions and operations conducted by Army units and staffs.
- Articulates what tasks the Army performs to accomplish missions without describing how success occurs or standards are met.
- Applies to offensive, defensive, stability, and defense support of civil authorities tasks.
- Provides standard definitions and helps establish a common language and reference system for all echelons (from company to corps) and staff sections.
- Uses approved definitions or derived definitions from current doctrine.
- Addresses each ART in only one location.

- Lists ARTs subordinate to each of the six warfighting functions (chapters 1-6) and tasks that support execution of the Army's missions (chapter 7).
- Provides a table with measures of performance used by training developers that can be used to develop standards for each task in chapters 1-6 and generic measures of performance for tasks in chapter 7.

At the upper echelons, the AUTL concisely identifies the major activities of a force. At lower echelons, it provides increased detail on what the force must do to accomplish its mission.

Throughout the manual, where no specific measures are developed, generic measures of performance address tasks—

- For mission accomplishment that occur within the higher commander's intent of what the force must do and under what conditions.
- For mission accomplishment that occurs within the higher commander's specified timeline as well as the risk assessment for fratricide avoidance and collateral damage.
- For mission accomplishment that occur with the minimum expenditure of resources.
- After mission accomplishment so the unit remains capable of accomplishing future missions and operations.

The AUTL numbering system provides a standard reference for addressing and reporting requirements, capabilities, or issues. Diagrams in each chapter illustrate each ART's relationship to the warfighting function that contains it. The horizontal links of ARTs from different warfighting functions require synchronizing their performance in space and time based on the concept of operations. The position of any Army tactical mission or task within the AUTL structure has no relationship to its importance. That importance always depends on the mission. Likewise, the position of an Army tactical mission or task does not imply either command or staff oversight.

Each ART appears only once in the AUTL. Doctrine determines the subordination of ARTs. If several logical locations for an ART exist, then it appears where it depicts its most common relationships. While some warfighting functions resemble one another, their definitions clearly distinguish them.

Chapter 1 includes the movement and maneuver warfighting function tasks. Chapter 1 incorporates reconnaissance and surveillance into movement and maneuver.

Chapter 2 includes the intelligence warfighting tasks and aligns them into the four categories: support to force generation, support to situational understanding, conduct information collection, and support to targeting and information capabilities.

Chapter 3 includes the tasks performed within the fires warfighting function. These are integrate fires, provide fire support, and integrate air-ground operations.

Chapter 4 includes the tasks associated with the sustainment warfighting function: logistics, personnel services, and health service support.

Chapter 5 includes the tasks associated with the mission command warfighting function.

Chapter 6 includes the tasks associated with the protection warfighting function.

Chapter 7 contains tactical mission tasks and military operations. This chapter also consists of the mission tasks associated with offense, defense, stability, and defense support of civil authorities.

This publication contains three appendixes. Appendix A discusses task development. Appendix B discusses task submission procedures. Appendix C discusses front-end analyses of the task.

In applying the AUTL to the Army training and education development process, a number of basic terms apply. The introductory table shows their definitions and proponents. Understanding the relationships of ARTs, operations, and missions makes using the AUTL to develop learning products more successful.

In applying the AUTL to the Army training process, a number of basic terms apply. The introductory table shows their definitions and proponents. Understanding the relationships of ARTs, operations, and missions makes using the AUTL to establish training requirements more successful.

Introductory table. Basic terms, their definitions, and their proponents

Term	*Definition*
collective tasks	Clearly defined, observable, and measurable activities or actions that require organized team or unit performance, leading to the accomplishment of a mission or function.
condition	Those variables of an operational environment or situation in which a unit, system, or individual is expected to operate and may affect performance. (JP 3-0)
criterion	The minimum acceptable level of performance associated with a particular measure of task performance. It is often expressed as hours, days, percent, occurrences, minutes, miles, or some other command-stated measure. (CJCSM 3500.04F)
measure	A parameter that provides the basis for describing varying levels of task accomplishment. (CJCSM 3500.04F)
measure of effectiveness	A criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect. (JP 3-0)
measure of performance	A criterion used to assess friendly actions that is tied to measuring task accomplishment. (JP 3-0)
mission	The task, together with the purpose, that clearly indicates the action to be taken and the reason therefore. (JP 3-0)
mission-essential task	A task a unit could perform based on its design, equipment, manning, and table of organization and equipment/table of distribution and allowances mission. (ADRP 7-0)
mission-essential task list	A compilation of mission essential tasks. (ADRP 7-0)
operation	1. A sequence of tactical actions with a common purpose or unifying theme. (JP 1) 2. A military action or the carrying out of a strategic, operational, tactical, service, training, or administrative military mission. (JP 3-0).
standard	Quantitative or qualitative measures for specifying the levels of performance of a task. (CJCSM 3500.04F)
tactical mission task	The specific activity performed by a unit while executing a form of tactical operation or form of maneuver. It may be expressed in terms of either actions by a friendly force or effects on an enemy force. (FM 3-90-1)
task	A clearly defined action or activity specifically assigned to an individual or organization that must be done as it is imposed by an appropriate authority. (JP 1)
training and evaluation outline	The major procedures a unit must accomplish to perform a collective task to standard.
warfighting function	A group of tasks and systems (people, organizations, information, and processes) united by a common purpose that commanders use to accomplish missions and training objectives. (ADRP 3-0)

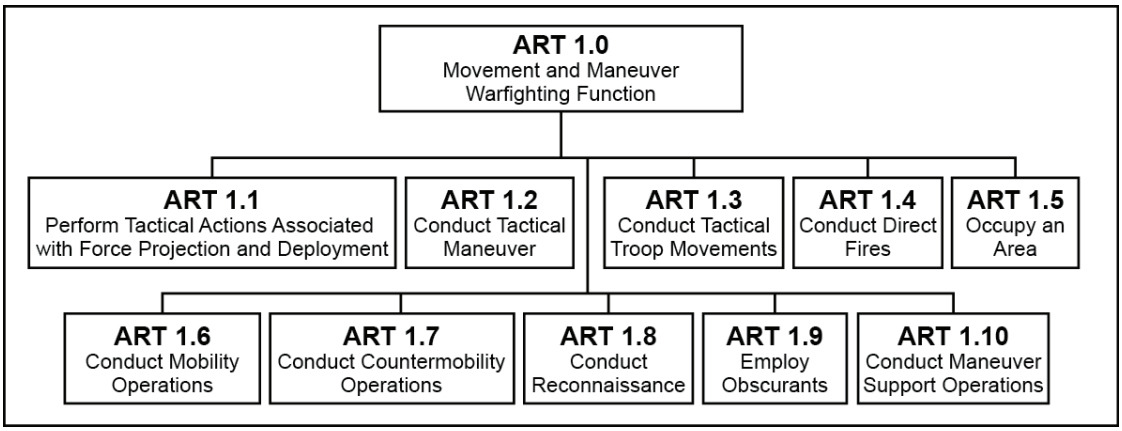
The primary source for tasks and training and evaluation outlines is the Army Training Management System. Proponents approve tasks and training and evaluation outlines. From the task proponent, commanders request new or revised standards when the factors of METT-TC significantly differ from those associated with a task identified in a training and evaluation outline. Significant METT-TC differences may result from new unit equipment or force package decisions in support of a mission. An example of this would be a cannon equipped field artillery battery providing installation security.

Figures and tables in chapters of this publication intentionally contain no captions. The figures simply delineate the organization of the ARTs and contain no content. As such, the corresponding ART sufficiently labels each figure. Tables are ART-specific measures (as discussed in Appendix A). Each table applies only to that ART. As such, the corresponding ART sufficiently labels each table and introduces any acronyms.

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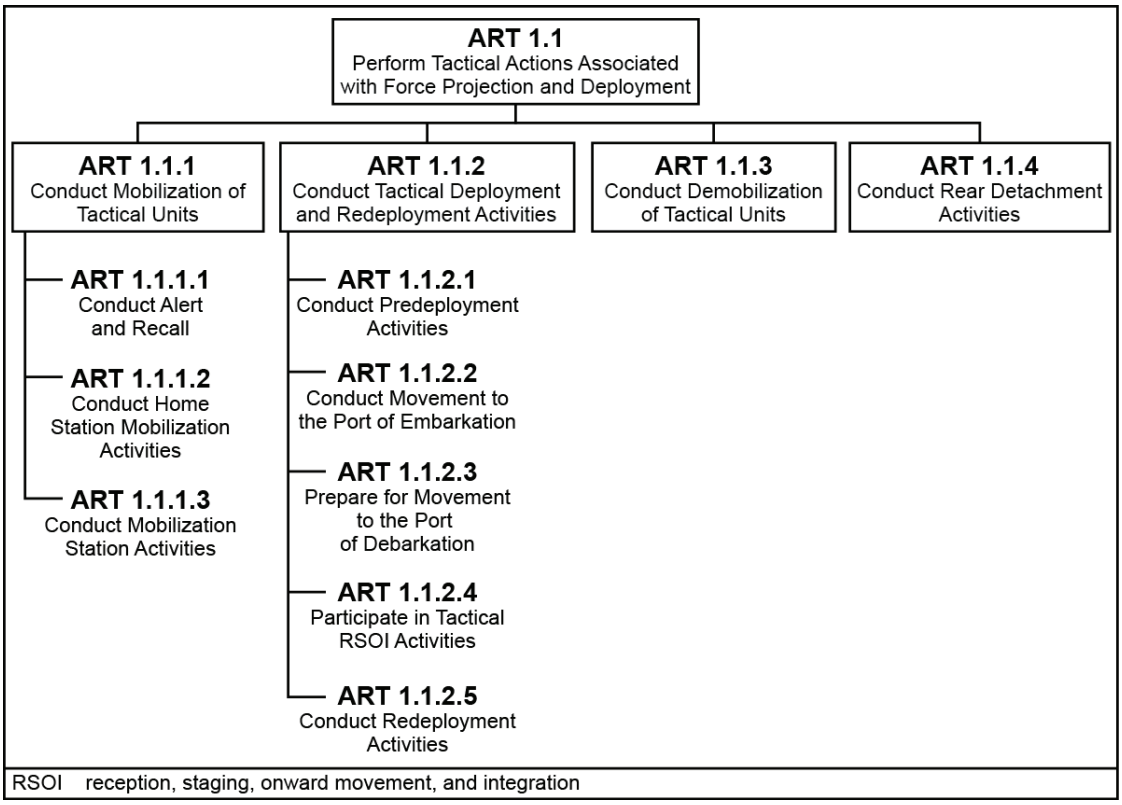
Chapter 1

ART 1.0: The Movement and Maneuver Warfighting Function



The *movement and maneuver warfighting function* is the related tasks and systems that move and employ forces to achieve a position of relative advantage over the enemy and other threats. Direct fire, reconnaissance, and close combat are inherent in maneuver. The movement and maneuver warfighting function includes tasks associated with force projection related to gaining a position of advantage over the enemy. Movement is necessary to disperse and displace the force as a whole or in part when maneuvering. Maneuver is the employment of forces in the operational area. It works through movement and with fires to achieve a position of advantage relative to the enemy to accomplish the mission. Effective maneuver requires close coordination with fires. Both tactical and operational maneuver require sustainment support. (ADRP 3-0) (USACAC)

SECTION I – ART 1.1: PERFORM TACTICAL ACTIONS ASSOCIATED WITH FORCE PROJECTION AND DEPLOYMENT



1-1. Force projection is the military instrument of national power that systemically and rapidly moves military forces in response to national requirements. Force projection demonstrates the ability of the nation to alert, mobilize, and rapidly deploy combat forces and sustainment units (Regular Army, the Army National Guard/Army National Guard of the United States, and the United States Army Reserve forces) to operate effectively anywhere in the world. The ability to rapidly deploy Army forces with sufficient depth and strength to sustain multiple, simultaneous operations contributes to mission accomplishment. (ATP 3-35) (CASCOM)

No.	*Scale*	*Measure*
01	Yes/No	Unit deployed from its current location to the area of operations per the time-phased force and deployment list.
02	Yes/No	Unit included Department of the Army Civilians and contractors authorized to accompany the force in its planning processes.
03	Time	To complete unit mobilization.
04	Time	To complete required training before employment in a theater of operations.
05	Time	To determine available transportation infrastructure and resources.
06	Time	To deploy unit from home or mobilization station to a theater of operations.
07	Time	To redeploy unit from theater of operations to home station or another theater.
08	Percent	Of combat effectiveness of unit when employed in a theater of operations.

ART 1.1.1 CONDUCT MOBILIZATION OF TACTICAL UNITS

1-2. Mobilization is the process by which Army tactical forces or parts of the forces are brought to a state of readiness for war or other national emergency. (See JP 1-02 for a complete definition.) It includes activating all or part of the Reserve Components as well as assembling and organizing personnel, supplies, and materiel. (ATP 3-35) (CASCOM)

No.	*Scale*	*Measure*
01	Yes/No	Unit was brought to its planned state of readiness in specified time.
02	Yes/No	Unit mobilization progress was monitored by higher headquarters.
03	Time	Between planned and actual unit arrival time at mobilization station.
04	Time	To process Reserve Components through their mobilization station or continental United States replacement center.
05	Percent	Of key personnel reporting within planning timelines.
06	Percent	Of alert and activation messages dispatched within timelines.
07	Percent	Of required initial mobilization reports submitted on time.

ART 1.1.1.1 CONDUCT ALERT AND RECALL

1-3. This task involves activities required when units and individuals receive mobilization and alert orders. Individuals assigned to the unit are notified of the situation. All individuals report to the designated location at the designated time with designated personal items. (ATP 3-35) (CASCOM)

No.	*Scale*	*Measure*
01	Yes/No	Unit mustered its assigned personnel at the designated location within the designated time.
02	Yes/No	Unit alert and recall progress was reported to and monitored by higher headquarters.
03	Time	For notified units to identify and report preliminary list of deployable and nondeployable personnel.
04	Percent	Of key personnel reported within planning timelines.
05	Percent	Of alert messages dispatched within timelines.
06	Percent	Of alert messages returned for incomplete or inaccurate addresses.
07	Percent	Of notified units able to alert all their personnel within 24 hours.

ART 1.1.1.2 CONDUCT HOME STATION MOBILIZATION ACTIVITIES

1-4. This task involves activities of Reserve Components at home station after receiving a mobilization order followed by entry onto Federal active duty or other mission changes. It includes taking action to speed transition to active duty status, such as identifying shortages of critical personnel and equipment. Task activities include inventorying unit property, dispatching an advance party to the mobilization station, and loading the unit on organic equipment or designated carriers. Commanders designate the stay-behind rear commander and organizational structure of nondeployable personnel. Movement is coordinated with state area commands defense movement coordinator, unit movement coordinator, installation transportation offices, and Military Surface Deployment and Distribution Command. (ATP 3-35) (CASCOM)

No.	*Scale*	*Measure*
01	Yes/No	Unit deployed to its mobilization station according to its mobilization timetable.
02	Yes/No	Unit maintained accountability of property and personnel.
03	Yes/No	Unit home station mobilization activities were reported to and monitored by higher headquarters.
04	Time	To activate key unit personnel.
05	Time	To conduct preparatory administrative, logistic, medical, and readiness activities.
06	Time	To submit initial mobilization reports.

No.	Scale	Measure
07	Percent	Of key personnel reported within planning timelines.
08	Percent	Of initial mobilization reports submitted on time.

ART 1.1.1.3 CONDUCT MOBILIZATION STATION ACTIVITIES

1-5. This task encompasses actions required to meet deployment or other unit validation criteria. It results in assuring the unit's mission capability. Members of Reserve Components transition to active duty. Commanders conduct necessary individual and collective training that may vary as evaluations and circumstances dictate. Personnel complete preparation for overseas movement. Soldiers prepare equipment for deployment. Mobilization station commanders verify training and processing is completed at home station to preclude it being repeated. Depending on the situation, units may move through a mobilization site rather than a mobilization station. (ATP 3-35) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit met deployment or other unit validation criteria within established mobilization timetables.
02	Yes/No	Unit home station mobilization activities were reported to and monitored by higher headquarters.
03	Time	To assemble unit and report status.
04	Time	To conduct specified training.
05	Time	To requisition mobilization station training and support requirements.
06	Time	To transfer home station property and prepare to move to the mobilization station.
07	Percent	Of specified training completed.
08	Percent	Of required mobilization station training and support requirements requisitioned.
09	Percent	Of home station property transferred to the appropriate agency.

ART 1.1.2 CONDUCT TACTICAL DEPLOYMENT AND REDEPLOYMENT ACTIVITIES

1-6. Deployment consists of activities required to prepare and move forces, supplies, and equipment to a theater. Deployment directly impacts the timing and amount of deliverable combat power. Redeployment involves the return of personnel, equipment, and materiel to home station, demobilization stations, or both home and demobilization stations. Commanders consider redeployment as an operational movement critical in reestablishing force readiness. Redeployment planning is an integral part of employment planning and should be coordinated with mission termination or transition plans. (ATP 3-35) (CASCOM)

Note: The following deployment and redeployment tasks are addressed elsewhere in ADRP 1-03:

- ART 1.3 (Conduct Tactical Troop Movements) addresses onward movement.
- ART 4.1.2.3.2 (Move by Air) addresses intra-theater lift.
- ART 4.1.2.3.3 (Move by Water) addresses intra-theater lift.

No.	Scale	Measure
01	Yes/No	Unit loaded its designated operational systems per the force deployment plans.
02	Yes/No	Unit conducted a loading exercise of its equipment to include vehicles, containers, and garrison close out procedures (if applicable) before developing and inputting unit movement data into automated deployment systems. These systems include the Transportation Coordinator's Automated Information for Movement System II and the Joint Operation Planning and Execution System.
03	Yes/No	Unit coordinated deployment activities with all required agencies.

No.	Scale	Measure
04	Yes/No	Unit included Department of the Army Civilians and contractors authorized to accompany the force in its planning processes.
05	Yes/No	Unit closed on port of debarkation by scheduled date and time.
06	Time	To task-organize the unit based on mission, concept of operations, available lift, and other resources.
07	Time	To echelon the unit based on mission, concept of operations, available lift, and other resources.
08	Time	To tailor unit based on mission, concept of operations, available lift, and other resources.
09	Percent	Of lift available to move unit to port of debarkation.
10	Percent	Of lift available to move unit configured for tactical employment.

ART 1.1.2.1 Conduct Predeployment Activities

1-7. Predeployment activities are actions taken to prepare forces for deployment and are not limited to the deploying unit, but they include supporting units and the installation staff. Planning, document preparation, equipment readiness, and training are the foremost predeployment unit activities. (ATP 3-35) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit was trained to minimum operationally ready status.
02	Yes/No	Unit was evaluated during exercises for deployment.
03	Yes/No	Unit received base support, such as training areas, ranges, facilities, ammunition, and general support.
04	Yes/No	Unit performed mission-essential and other required tasks to standard.
05	Yes/No	Unit reviewed maintenance posture and performed required services.
06	Yes/No	Unit reviewed Soldier readiness processing and procedures related to Department of the Army Civilians and contractors.
07	Yes/No	Unit conducted a loading exercise of its equipment to include vehicles, containers, and garrison close out procedures (if applicable) before developing and inputting unit movement data into automated deployment systems. These systems include Transportation Coordinator's Automated Information for Movement System II (TC-AIMS II) and the Joint Operation Planning and Execution System (JOPES).
08	Yes/No	Unit reviewed and updated vehicle load plans and container packing lists.
09	Yes/No	Unit cross-leveled and redistributed personnel and equipment to meet supported commanders' force requirements.
10	Yes/No	Unit included Department of the Army Civilians and contractors authorized to accompany the force in its planning processes.
11	Yes/No	Unit updated organizational equipment lists based on warning order.
12	Yes/No	Unit updated unit deployment list based on warning order.
13	Yes/No	Unit loaded its designated operational systems per the force deployment plans.
14	Yes/No	Unit validated movement data in TC-AIMS II and transmitted to JOPES.

ART 1.1.2.2 Conduct Movement to the Port of Embarkation

1-8. This task begins with planning and preparation for movement. It involves coordination among the state area command defense movement coordinator, installation transportation office, unit movement officer, Military Surface Deployment and Distribution Command, Air Mobility Command, and unit commander. Task activities include updating movement plans, developing unit deployment lists, verifying load and stow plans, preparing cargo documentation and radio frequency devices, identifying support equipment and personnel requirements, and planning movement control and convoy. (ATP 3-35) (CASCOM)

No.	Scale	Measure
01	Yes/No	Delay in transportation did not degrade, delay, or modify movement to port of embarkation.
02	Yes/No	Unit loaded personnel and equipment on strategic and operational lift systems per the deployment plan.
03	Yes/No	Unit approved movement plans.
04	Yes/No	Unit approved convoy clearance and request for special hauling permits as required.
05	Yes/No	Unit prepared and configured equipment for shipment by rail, surface, or air to port of embarkation.
06	Yes/No	Unit completed Soldier readiness program, and unit (including deploying Department of the Army Civilians and contractors) prepared for movement to future duty assignments.
07	Yes/No	Unit personnel and equipment moved as scheduled to designated ports of embarkation.
08	Yes/No	Unit completed equipment and cargo shipping documentation, such as hazardous materials, agriculture, and maintenance inspections.
09	Yes/No	Unit marked vehicles, containers, and pallets with proper shipping labels and radio-frequency devices.
10	Yes/No	Unit closed into designated assembly areas.

ART 1.1.2.3 Prepare for Movement to the Port of Debarkation

1-9. Strategic movement includes all actions required to process unit equipment, containerized cargo, hazardous materials (HAZMAT)—including HAZMAT compatibility, agricultural inspections, and validation of equipment—and HAZMAT cargo documentation during final preparation for loading. Movement by sea involves transporting unit personnel, equipment, and cargo by ocean vessel from the seaport of embarkation to the seaport of debarkation. Movement by air involves transporting unit personnel and equipment by strategic airlift from the airport of embarkation to the airport of debarkation. (ATP 3-35) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit marked vehicles, containers, and pallets with proper shipping labels and radio-frequency devices.
02	Yes/No	Delay in providing strategic lift assets did not degrade, delay, or modify deployment.
03	Yes/No	Unit identified supercargoes for movement by sea.
04	Yes/No	Unit identified cargo requiring special handling and security.
05	Yes/No	Unit had all required approved transportation shipping documents, such as export traffic releases, transportation control and movement documents, and stow plans.
06	Yes/No	Unit verified personnel and cargo manifests.

ART 1.1.2.4 Participate in Tactical Reception, Staging, Onward Movement, and Integration Activities

1-10. The process of reception, staging, onward movement, and integration (known as RSOI) is designed to rapidly combine and integrate arriving elements of personnel, equipment, and materiel into combat power. This task involves unit reception at the port of debarkation (POD). Contractors report to the applicable contracting officer or contracting officer representative. ART 1.1.2.4 may include drawing equipment from pre-positioned stocks. This task begins when the first strategic lift system of the main body arrives at the POD. It ends when units are combat ready. (ATP 3-35) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit received discharged personnel and equipment from strategic transportation assets.
02	Yes/No	Unit properly equipped, manned, and supported port marshalling areas.

No.	Scale	Measure
03	Yes/No	Transportation was available to transport personnel, equipment, and materiel to staging areas.
04	Yes/No	Logistics support services were provided to units transiting the PODs.
05	Yes/No	Unit organized and staged personnel, equipment, and basic loads into movement units.
06	Yes/No	Confirmed units prepared for movement and provided logistics support when transiting the staging area.
07	Yes/No	Unit coordinated movement from reception facilities and staging areas to the tactical assembly areas or other theater destinations.
08	Yes/No	Unit coordinated movement of nonunit personnel to gaining commands.
09	Yes/No	Unit coordinated movement of sustainment supplies to distribution sites.
10	Yes/No	Unit synchronized transfer of capabilities (units, equipment, and supplies) to the operational commander's force prior to mission execution.
11	Yes/No	Unit coordinated draw and integration of Army pre-positioned stocks (APS) and supplies, if required.
12	Yes/No	Unit updated designated list to identify APS equipment in Transportation Coordinator's Automated Information for Movement System II, if required.
13	Yes/No	Unit determined security requirements available to support reception, staging, onward movement, and integration of operations.
14	Yes/No	Unit reported activities to reconstitute unit and build combat power to higher headquarters. Higher headquarters monitored these same activities.

ART 1.1.2.5 Conduct Redeployment Activities

1-11. Redeployment involves the return of personnel, equipment, and materiel to home or demobilization stations. Redeployment planning is an integral part of employment planning and should be coordinated with mission termination or transition plans. (ATP 3-35) (CASCOM)

No.	Scale	Measure
01	Yes/No	Delay in transportation did not degrade, delay, or modify movement to unit.
02	Yes/No	Unit determined lift and security requirements.
03	Yes/No	Unit identified routes and en route rest areas.
04	Yes/No	Unit deployed security forces to support movements and overall security.
05	Yes/No	Unit reported closure at designated assembly areas.
06	Yes/No	Unit approved convoy clearance and request for special hauling permits as required.
07	Yes/No	Unit approved movement plans.
08	Yes/No	Unit verified personnel and cargo manifests and validated load plans.
09	Yes/No	Unit identified theater provided equipment and Army pre-positioned stocks for turn-in and updated unit-designated list in Transportation Coordinator's Automated Information for Movement System II.
10	Yes/No	Unit prepared and configured equipment for shipment by rail, surface, or air to port of embarkation.
11	Yes/No	Unit completed Soldier readiness processing, and unit personnel (including redeploying Department of the Army Civilians and contractors and equipment) prepared for movement to future duty assignment.
12	Yes/No	Unit personnel and equipment moved as scheduled to designated ports of embarkation.
13	Yes/No	Unit completed equipment and cargo shipping documentation, such as hazardous materials, agriculture, and maintenance inspections.
14	Yes/No	Unit marked vehicles, containers, and pallets with proper shipping labels and radio-frequency devices.

No.	Scale	Measure
15	Yes/No	Unit loaded personnel and equipment on strategic and operational lift systems per the redeployment plan.
16	Time	Required to complete movement to port of embarkation.

ART 1.1.3 CONDUCT DEMOBILIZATION OF TACTICAL UNITS

1-12. Demobilization is the act of returning the force and materiel to a premobilization posture or to some other approved posture. Demobilization actions occur in the area of operations, between the port of embarkation (POE) and demobilization station or POE and continental United States (CONUS) demobilization center, at the demobilization station and CONUS demobilization center, and at home station or home of record. This task also includes environmental considerations. (ATP 3-35) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit demobilized personnel, equipment, and supplies per plans.
02	Yes/No	Unit maintained accountability of property and personnel.
03	Time	To prepare unit equipment and supplies for movement (includes cleaning, maintaining and configuring vehicles for movement by removing canvas tarps and folding down windows).
04	Time	To move demobilizing organization from its current location to demobilization station.
05	Time	Between planned and actual unit arrival at home station or demobilization station.
06	Time	To process Reserve Components through the demobilization station.
07	Time	To prepare to transfer unit supplies and equipment listed in table of organization and equipment to appropriate storage location.
08	Time	To conduct individual demobilization administrative, logistic, medical, and financial management activities.
09	Time	To transfer home station property back to the unit.
10	Time	To terminate outstanding contracts.
11	Percent	Of unit supplies and equipment listed in table of organization and equipment transferred to temporary or permanent storage locations.
12	Percent	Of home station property transferred back to the unit.
13	Percent	Of outstanding contracts to terminate.
14	Percent	Of individual demobilization administrative, logistic, medical, and financial management activities completed.

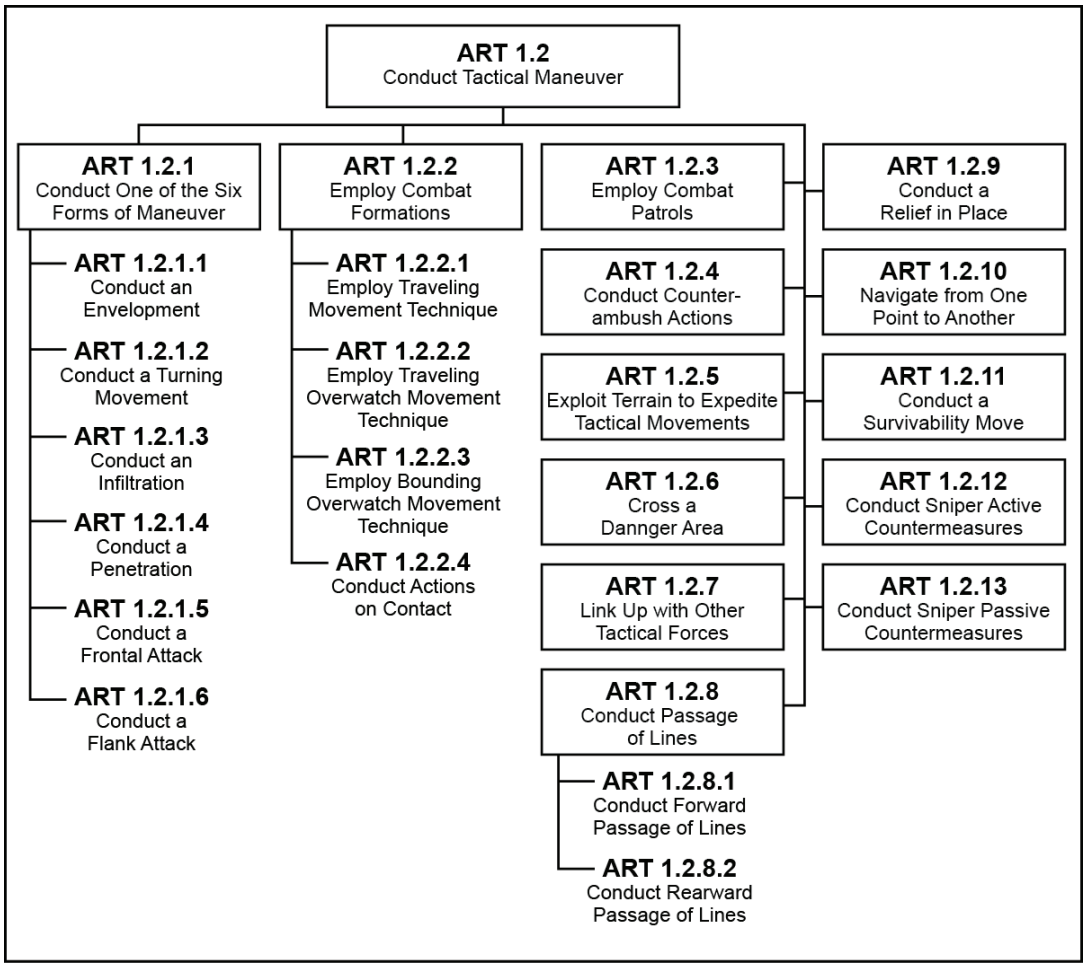
ART 1.1.4 CONDUCT REAR DETACHMENT ACTIVITIES

1-13. Rear detachment activities use nondeployable and other personnel to maintain facilities and equipment at home station when preparing for return of the deployed force. Such activities include supporting families of deployed personnel. This task includes turning over residual equipment, supplies, and facilities to appropriate authorities (for example, the mobilization station commander) if the unit does not return to the mobilization station. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Unit family members continued to receive authorized support, assistance, and counseling during operational deployments of Soldiers.
02	Yes/No	Rear detachment maintained and accounted for unit installation property and equipment throughout the unit's deployment.
03	Yes/No	Rear detachment established rear detachment program before beginning deployment activities.
04	Yes/No	Environmental considerations associated with departing units have been identified and units have taken appropriate actions.

No.	Scale	Measure
05	Time	To turn over residual equipment, supplies, and facilities to appropriate authorities when the unit will not return to home or mobilization station.
06	Time	To conduct rear detachment administrative and logistic activities.
07	Time	To establish a functioning family support group.
08	Time	To provide quality and meaningful assistance to unit family members during times of need and support.
09	Percent	Of rear detachment administrative and logistic reports submitted on time.
10	Percent	Of residual equipment, supplies, and facilities turned over to appropriate authorities when unit returned to home or mobilization station.

SECTION II – ART 1.2: CONDUCT TACTICAL MANEUVER



1-14. *Maneuver* is employment of forces in the operational area through movement in combination with fires to achieve a position of advantage in respect to the enemy (JP 3-0). Commanders take full advantage of terrain and combat formations when maneuvering their forces. (ADRP 3-90) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit achieved a position of advantage with respect to the enemy.
02	Yes/No	Subordinate commanders used their initiative to achieve the commander's intent when the plan no longer applied.

No.	Scale	Measure
03	Yes/No	The commander maintained control of associated forces.
04	Yes/No	Landpower was ethically applied using lethal and nonlethal force, tempered by restraint and professional judgment.
05	Yes/No	Unit protected and treated noncombatants and their property with respect consistent with the mission, law of land warfare, and rules of engagement.
06	Yes/No	Unit maintained directed rate of movement.
07	Time	To initiate maneuver.
08	Time	To complete maneuver.
09	Percent	Of forces achieving position of advantage after executing the plan.
10	Percent	Of enemy force destroyed and neutralized by the maneuver of the friendly force.

ART 1.2.1 CONDUCT ONE OF THE SIX FORMS OF MANEUVER

1-15. Forms of maneuver are distinct tactical combinations of fire and movement with a unique set of doctrinal characteristics that differ primarily in the relationship between the maneuvering force and the enemy. The forms of maneuver are envelopment, turning movement, infiltration, penetration, frontal attack, and flank attack. While normally combined, each form of maneuver attacks the enemy differently. A single operation may contain several forms of offensive maneuver. For example, a frontal attack to clear a security area may be followed by a penetration to create a gap in the defenses. This could be followed by an envelopment to destroy the first line of defense. Each form of maneuver poses different challenges for attackers and different dangers for defenders. Commanders determine the form of maneuver to use by analyzing the factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations. (ADRP 3-90) (USACAC)

ART 1.2.1.1 CONDUCT AN ENVELOPMENT

1-16. An *envelopment* is a form of maneuver in which an attacking force seeks to avoid the principal enemy defenses by seizing objectives behind those defenses that allow the targeted enemy force to be destroyed in their current positions. At the tactical level, envelopments focus on seizing terrain, destroying specific enemy forces, and interdicting enemy withdrawal routes. Envelopments avoid the enemy front where enemy forces are protected and can easily concentrate fires. Single envelopments maneuver against one enemy flank; double envelopments maneuver against both flanks. A vertical envelopment (an air assault or airborne operation) creates an assailable flank by arriving from an unexpected direction. An envelopment may result in an encirclement. (FM 3-90-1) (USACAC)

Note: Airborne assault, air assault, and amphibious operations are tactical aspects of forcible entry operations that involve seizing and holding a military lodgment in the face of armed opposition. Joint force commanders conduct forcible entry operations at the operational level. (See JP 3-18.) Forcible entry operation tasks are addressed in the Universal Joint Task List (known as UJTL).

ART 1.2.1.1.1 Conduct an Airborne Assault into Area of Operations

1-17. An airborne assault is the use of airborne forces to parachute into an objective area to attack or eliminate armed resistance and secure designated objectives from which to conduct lodgment activities or to seize key terrain to block or deny its use by the enemy. This mission begins when paratroopers and equipment exit the aircraft by parachute or are air landed. The mission ends when all elements of the relevant airborne echelon are delivered to the objective area and the assault objective has been seized. (JP 3-18) (JS)

Note: Marshaling forces for airborne operations is addressed as ART 1.3.1.3 (Marshal Forces to Conduct an Airborne Assault).

- The air movement phase of airborne operations is addressed as ART 4.1.2.3.2 (Move by Air).
- Tasks for the ground tactical-phase of airborne operations duplicate missions are contained elsewhere in this chapter.

No.	*Scale*	*Measure*
01	Yes/No	Enemy situation in the area of operations was known and disseminated to assault force.
02	Yes/No	Drop zone and landing zone was marked by pathfinders.
03	Yes/No	En route communications was established between assault force and airborne task force headquarters.
04	Yes/No	Preassault fires were executed before H-hour.
05	Yes/No	Assault force established contact with force headquarters.
06	Yes/No	Assault objective was secured.
07	Yes/No	Airborne task force was prepared to receive reinforcing and/or follow-on forces in the airhead for subsequent operations.
08	Yes/No	Unit inserted surveillance assets into the objective area and reported to joint task force and airborne task force headquarters.
09	Percent	Of friendly casualties that occurred during the airborne assault.

ART 1.2.1.1.2 Conduct an Air Assault

1-18. An air assault secures a defendable airhead or other key terrain from which to conduct lodgment activities or follow-on tactical operations. The mission ends when all elements of the relevant air assault echelon are delivered to the objective area and the assault objective has been seized. (FM 3-99) (USAMCOE)

Note: ART 1.2.1.1.2 does not include air traffic control. Air traffic control is addressed under ART 5.4 (Control Tactical Airspace).

- ART 1.2.1.1.2 does not include efforts to improve the landing zone. Landing zone improvement is addressed under ART 1.6.2 (Enhance Movement and Maneuver).
- Pickup zone operations are addressed as ART 1.3.1.4 (Conduct Pickup Zone Operations).
- The air movement phase of air assault operations is addressed as ART 4.1.2.3.2 (Move by Air).
- Tasks for the ground tactical phase of air assault operations duplicate missions contained elsewhere in this chapter.
- Scale and measures assigned to ART 1.2.1.1.1 (Conduct an Airborne Assault into Area of Operations) apply.

ART 1.2.1.1.3 Conduct an Amphibious Assault

1-19. The Army conducts an amphibious assault as a member of the landing force in conducting one of four forcible entry operations. It may also conduct forcible entry operations via airborne assault, air assault, or a combination of any or all of these forcible entry techniques. An amphibious assault secures a defendable beachhead from which to conduct lodgment activities. This mission begins when Soldiers and equipment leave the ships that bring them to the amphibious objective area and transfer to the landing craft that will

deliver them to the beach. The mission ends when all elements of the amphibious force are delivered onto the beachhead and the assault objective has been seized. (JP 3-02) (JS)

Note: Army forces follow joint doctrine and Marine Corps doctrinal publications when tasked to conduct amphibious operations.

- Scale and measures assigned to ART 1.2.1.1.1 (Conduct an Airborne Assault into Area of Operations) apply.

ART 1.2.1.1.4 Conduct an Encirclement Operation

1-20. *Encirclement operations* are operations where one force loses its freedom of maneuver because an opposing force is able to isolate it by controlling all ground lines of communications and reinforcement. (ADRP 3-90) (USACAC)

ART 1.2.1.2 Conduct a Turning Movement

1-21. A *turning movement* is a form of maneuver in which the attacking force seeks to avoid the enemy's principle defensive positions by seizing objectives behind the enemy's current positions thereby causing the enemy force to move out of their current positions or divert major forces to meet the threat. (FM 3-90-1) (USACAC)

ART 1.2.1.3 Conduct an Infiltration

1-22. An *infiltration* is a form of maneuver in which an attacking force conducts undetected movement through or into an area occupied by enemy forces to occupy a position of advantage behind those enemy positions while exposing only small elements to enemy defensive fires. (FM 3-90-1) (USACAC)

Note: Infiltration is also a tactical march technique used within a friendly territory to move forces in small groups at extended or irregular intervals.

ART 1.2.1.4 Conduct a Penetration

1-23. A *penetration* is a form of maneuver in which an attacking force seeks to rupture enemy defenses on a narrow front to disrupt the defensive system. Commanders direct penetrations when enemy flanks are not assailable or time does not permit another form of maneuver. Successful penetrations create assailable flanks and provide access to enemy sustainment areas. (FM 3-90-1) (USACAC)

ART 1.2.1.5 Conduct a Frontal Attack

1-24. A *frontal attack* is a form of maneuver in which an attacking force seeks to destroy a weaker enemy force or fix a larger enemy force in place over a broad front. At the tactical level, an attacking force can use a frontal attack to overrun a weaker enemy force rapidly. A frontal attack strikes the enemy across a wide front and over the most direct approaches. Commanders normally use it when they possess overwhelming combat power and the enemy is at a clear disadvantage. (FM 3-90-1) (USACAC)

ART 1.2.1.6 Conduct a Flank Attack

1-25. A *flank attack* is a form of offensive maneuver directed at the flank of an enemy. A flank is the right or left side of a military formation and is not oriented toward the enemy. It is usually not as strong in terms of forces or fires as is the front of a military formation. A flank may be created by the attacker through the use of fires or by a successful penetration. (FM 3-90-1) (USACAC)

ART 1.2.2 EMPLOY COMBAT FORMATIONS

1-26. Units use an ordered arrangement of troops and vehicles for a specific purpose. Commanders use one of seven different combat formations: column, line, echelon (left or right), box, diamond, wedge, and vee. Their use depends on the factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (known as METT-TC). (ADRP 3-90) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Combat formation reflected the existing factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations.
02	Yes/No	Unit complied with all graphic control measures.
03	Yes/No	Unit employed the movement formation ordered by the leader.
04	Time	To plan and prepare operation order.
05	Time	To initiate movement.
06	Time	To complete movement.
07	Percent	Of area of operations observed during reconnaissance and surveillance conducted before starting operations.
08	Percent	Of allocated forces in place at the time specified in the order.
09	Percent	Of unit in designated combat formation throughout the movement.
10	Percent	Of unit that moved on the specified route or axis.
11	Percent	Of casualties to the force that occurred during the operation.
12	kph	Rate of movement.
kph	kilometers per hour	

ART 1.2.2.1 EMPLOY TRAVELING MOVEMENT TECHNIQUE

1-27. The traveling movement technique is used when speed is necessary and contact with enemy forces is not likely. All unit elements move simultaneously. (FM 3-90-2) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Combat formation reflected the existing factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations.
02	Yes/No	Unit complied with all graphic control measures.
03	Yes/No	Unit employed the movement formation ordered by the leader.
04	Yes/No	Unit commander did not expect to encounter the enemy.
05	Yes/No	All subordinate elements of the unit were assigned areas of operations for observation during the movement.
06	Yes/No	Unit leaders ensured 360-degree coverage of the unit for observation and fire, to include air guard.
07	Yes/No	Route of movement offered concealment from enemy ground and air observation, avoided skylining, avoided moving directly forward from firing positions, crossed open areas quickly, avoided possible kill zones, avoided wide open spaces (especially where high ground dominates or where the terrain covers and conceals the enemy), and avoided obvious avenues of approach.
08	Time	To plan and prepare operation order.
09	Time	To initiate movement.
10	Time	To complete movement.
11	Percent	Of allocated forces in place at the start of the plan.
12	Percent	Of unit in designated combat formation throughout the movement.
13	Percent	Of unit moving on the specified route or axis.
14	Percent	Of casualties to the force occurring during the operation.

ART 1.2.2.2 EMPLOY TRAVELING OVERWATCH MOVEMENT TECHNIQUE

1-28. The lead element moves continuously. Trailing elements move at varying speeds, sometimes pausing to overwatch movement of the lead element. (FM 3-90-2) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Combat formation reflected the existing factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations.
02	Yes/No	Unit complied with all graphic control measures.
03	Yes/No	Unit employed the movement formation ordered by the commander.
04	Yes/No	Unit commander determined that enemy contact was possible, but speed was important.
05	Yes/No	All subordinate elements were assigned an area of operations for observation during the movement.
06	Yes/No	Unit leaders ensured 360-degree coverage for observation and fire, to include air guard.
07	Yes/No	Route of movement offered concealment from enemy ground and air observation, avoided skylining, avoided moving directly forward from firing positions, crossed open areas quickly, avoided possible kill zones, avoided wide open spaces (especially where high ground dominates or where the terrain covers and conceals the enemy), and avoided obvious avenues of approach.
08	Time	To plan and prepare an operation order.
09	Time	To initiate movement.
10	Time	To complete movement.
11	Percent	Of allocated forces in place at the start of the plan.
12	Percent	Of unit in designated combat formation throughout the movement.
13	Percent	Of unit that moved on the specified route or axis.
14	Percent	Of casualties to the force that occurred during the operation.
15	kph	Rate of movement.
kph	kilometers per hour	

ART 1.2.2.3 EMPLOY BOUNDING OVERWATCH MOVEMENT TECHNIQUE

1-29. Using successive or alternate bounds, overwatching elements cover bounding elements from covered, concealed positions with good observation of, and fields of fire against, possible enemy positions. (FM 3-90-2) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Combat formation reflected the existing factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC).
02	Yes/No	Unit complied with all graphic control measures.
03	Yes/No	Unit employed the movement formation ordered by the commander.
04	Yes/No	Unit commander expected to make enemy contact.
05	Yes/No	All subordinate elements of the unit were assigned an area of operations for observation during the movement.
06	Yes/No	Unit leaders ensured 360-degree coverage for observation and fire, to include air guard.
07	Yes/No	Length of bounds, selected overwatch positions, and variation of techniques—use of alternate or successive bounds—reflected existing factors of METT-TC.

No.	Scale	Measure
08	Yes/No	Route of movement offered concealment from enemy ground and air observation, avoided skylining, avoided moving directly forward from firing positions, crossed open areas quickly, avoided possible kill zones, avoided wide open spaces (especially where high ground dominates or where the terrain covers and conceals the enemy), and avoided obvious avenues of approach.
09	Time	To initiate movement.
10	Time	To complete movement.
11	Percent	Of allocated forces in place at the start of the execution of the plan.
12	Percent	Of unit in designated combat formation throughout the movement.
13	Percent	Of unit that moved on the specified route or axis.
14	Percent	Of casualties to the force occurring during the operation.
15	kph	Rate of movement.
kph kilometers per hour		

ART 1.2.2.4 Conduct Actions on Contact

1-30. Units conduct a series of combat actions, often nearly simultaneously, when taking on contact with the enemy to develop the situation. Actions on contact include all forms of contact: sensor; direct and indirect lethal fires and nonlethal effects; air; obstacle or device; electronic warfare; and chemical, biological, radiological, and nuclear. Whether attacking or defending, commanders generate and sustain overwhelming combat power at the point combat forces collide to defeat the enemy rapidly. (ADRP 3-90) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit generated and sustained overwhelming combat power at the point of contact if the element that made contact was able to defeat the enemy unassisted.
02	Yes/No	The generation of overwhelming combat power was the product of the recommended course of action to the higher commander.
03	Yes/No	Intelligence collection assets were used to develop situation without main body being in contact with the enemy.
04	Time	To deploy and report.
05	Time	To evaluate and develop the situation.
06	Time	To choose a course of action (COA).
07	Time	To recommend a COA to the higher commander.
08	Time	To execute a selected COA.
09	Time	To return to previous mission.
10	Percent	Of friendly forces available to continue previous mission.
11	Percent	Of combat effectiveness of enemy force that made contact.

ART 1.2.3 EMPLOY COMBAT PATROLS

1-31. Units use ground and air detachments to provide security and harass, destroy, or capture enemy troops, equipment, or installations. (FM 3-21.10) (USAMCOE)

No.	Scale	Measure
01	Yes/No	Combat patrols provided security and harassed, destroyed, or captured enemy troops, equipment, or installations per the commander's intent.
02	Time	To prepare patrol plan.
03	Time	To conduct rehearsals.
04	Time	To conduct the combat patrol within time higher headquarters allocated.
05	Percent	Of assigned area covered during the patrol.

No.	Scale	Measure
06	Percent	Of friendly casualties received during the combat patrol.
07	Percent	Of encountered enemy troops and equipment destroyed or captured.
08	Percent	Of information requirements achieved.

ART 1.2.4 CONDUCT COUNTERAMBUSH ACTIONS

1-32. Units execute immediate action against near and far ambushes to minimize casualties, exit the enemy engagement area, inflict casualties on the enemy ambush force, and continue the mission. (FM 3-21.10) (USAMCOE)

No.	Scale	Measure
01	Yes/No	Unit continued its mission after exiting the enemy engagement area.
02	Yes/No	Unit security element detected the ambush.
03	Yes/No	Unit prevented the enemy from gaining intelligence.
04	Yes/No	Unit security element prevented the enemy from engaging the unit main body.
05	Yes/No	Unit bypassed the ambush kill zone and the enemy's associated security positions.
06	Yes/No	Unit attacked and defeated the enemy ambush force before the enemy initiated the ambush.
07	Yes/No	Unit disengaged its elements in the kill zone before destroying all elements in the kill zone.
08	Yes/No	Unit engaged and fixed enemy forces to prevent their withdrawal.
09	Number	Of enemy casualties.

ART 1.2.5 EXPLOIT TERRAIN TO EXPEDITE TACTICAL MOVEMENTS

1-33. Units use terrain as a combat equalizer or multiplier by positioning or maneuvering forces to outfight the enemy. Units reinforce natural terrain advantages through mining, barriers, and other obstacles. (ADRP 3-90) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit used terrain to provide concealment from enemy ground and air observation.
02	Yes/No	Unit avoided skylining vehicles, Soldiers, fighting positions, and survivability positions.
03	Yes/No	Unit avoided moving directly forward from firing positions toward the enemy.
04	Yes/No	Unit crossed open areas quickly.
05	Yes/No	Unit avoided possible enemy kill zones.
06	Yes/No	Unit avoided open spaces in which the enemy can detect and engage at long ranges, especially where high ground dominates or where the terrain covers and conceals the enemy.
07	Yes/No	Unit avoided obvious avenues of approach into enemy positions.

ART 1.2.6 CROSS A DANGER AREA

1-34. Unit moves forces rapidly across potential enemy engagement areas without detection by the enemy and without exposing the entire force. (FM 3-21.8) (USAMCOE)

No.	Scale	Measure
01	Yes/No	Unit prevented decisive engagement by the enemy.
02	Yes/No	Unit prevented the enemy from surprising the main body.
03	Time	To submit reports of the danger area to higher headquarters per unit standard operating procedures.

No.	Scale	Measure
04	Time	For unit to cross danger area.
05	Percent	Of unit personnel that became casualties while crossing the area.
06	Percent	Of unit equipment that was damaged or immobilized while crossing the area.
07	Percent	Of unit personnel and equipment that crossed the danger area.

ART 1.2.7 LINK UP WITH OTHER TACTICAL FORCES

1-35. A *linkup* is a meeting of friendly ground forces, which occurs in a variety of circumstances. It happens when an advancing force reaches an objective area previously seized by an airborne or air assault force; when an encircled element breaks out to rejoin friendly forces or a force comes to the relief of an encircled force; and when converging maneuver forces meet. Forces may be moving toward each other, or one may be stationary. (ADRP 3-90) (USACAC)

No.	Scale	Measure
01	Yes/No	Units made physical contact with each other while accomplishing their assigned missions.
02	Yes/No	Main bodies of units linking up were not surprised by the enemy.
03	Yes/No	Higher headquarters directing linkup established control measures that protected both forces from fratricide and expedited execution of the linkup.
04	Yes/No	Higher headquarters issued instructions and control measures with adequate time for affected units to plan and prepare for linkup.
05	Time	To complete link-up plan.
06	Time	Between planned and actual link-up times.
07	Time	For units linking up to establish a consolidated chain of command.
08	Distance	Between planned and actual link-up locations.
09	Number	Of instances of fratricide occurring during the linkup.

ART 1.2.8 CONDUCT PASSAGE OF LINES

1-36. A *passage of lines* is an operation in which a force moves forward or rearward through another force's combat positions with the intention of moving into or out of contact with the enemy. (JP 3-18) (JS)

No.	Scale	Measure
01	Yes/No	The unit moving in or out of contact accomplished its mission after passing through the stationary unit.
02	Yes/No	The enemy surprised neither the stationary nor the passing unit main body.
03	Yes/No	Higher headquarters directing the passage designated subsequent missions for both forces, when and under what conditions passage of command took place, start and finish times for the passage, contact points between the units involved, and common maneuver control measures and graphics.
04	Yes/No	Stationary unit provided guides and other assistance to the passing unit per the operation order directing the passage.
05	Yes/No	All personnel and equipment moved through the stationary unit by time specified in operation or fragmentary order.
06	Time	To pass through the lines.
07	Time	Between planning contact and making contact.
08	Time	Between planning the transfer of responsibility for the area of operations and making the transfer.
09	Percent	Of support (such as fires, maintenance, medical) the passing unit requested and the stationary unit provided.
10	Distance	Between planned and actual locations of contact points.

No.	Scale	Measure
11	Distance	Between planned and actual locations where the passage of lines occurred.
12	Number	Of casualties from friendly fire or obstacles in either the stationary or the passing unit.

ART 1.2.8.1 Conduct Forward Passage of Lines

1-37. A *forward passage of lines* occurs when a unit passes through another unit's positions while moving toward the enemy. (ADRP 3-90) (USACAC)

No.	Scale	Measure
01	Yes/No	The unit conducting the forward passage of lines accomplished its mission after passing through the stationary unit.
02	Yes/No	The enemy surprised neither the stationary nor the passing unit main body.
03	Yes/No	Higher headquarters directing the passage designated subsequent missions for both forces, when and under what conditions passage of command took place, start and finish times for the passage, contact points between the units involved, and common maneuver control measures and graphics.
04	Yes/No	Stationary unit provided guides and other assistance to the passing unit per the operation order directing the passage.
05	Yes/No	All personnel and equipment moved through the stationary unit by time specified in operation order.
06	Time	To complete the forward passage of lines.
07	Time	Between planning the contact and making contact.
08	Time	Between planning the transfer of responsibility and making the transfer.
09	Percent	Of support (such as fires, maintenance, and medical) the passing unit requested and the stationary unit provided.
10	Distance	Between planned and actual locations of contact point.
11	Distance	Between planned and actual locations where the forward passage of lines occurred.
12	Number	Of casualties from friendly fire or obstacles in either the stationary or the passing unit.

ART 1.2.8.2 Conduct Rearward Passage of Lines

1-38. A *rearward passage of lines* occurs when a unit passes through another unit's positions while moving away from the enemy. (ADRP 3-90) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit conducting the rearward passage of lines accomplished its mission after passing through the stationary unit.
02	Yes/No	The enemy surprised neither the stationary nor the passing unit main body.
03	Yes/No	Higher headquarters directing the passage designated subsequent missions for both forces, when and under what conditions passage of command took place, start and finish times for the passage, contact points between the units involved, and common maneuver control measures and graphics.
04	Yes/No	Stationary unit provided guides and other assistance to the passing unit per the operation order directing the passage.
05	Yes/No	Higher headquarters issued instructions and control measures with adequate time for affected units to plan and prepare for linkup.
06	Yes/No	All personnel and equipment moved through the stationary unit by time specified in operation order.
07	Time	To complete the rearward passage of lines.
08	Time	Between planning contact and making contact.
09	Time	Between planning the transfer of responsibility for the area of operations and making transfer.

No.	Scale	Measure
10	Percent	Of support (such as fires, maintenance, and medical) the passing unit requested and the stationary unit provided.
11	Distance	Between planned and actual locations of contact point.
12	Distance	Between planned and actual locations where the rearward passage of lines occurred.
13	Number	Of casualties from friendly fire or obstacles in either the stationary or the passing unit.

ART 1.2.9 CONDUCT A RELIEF IN PLACE

1-39. A *relief in place* is an operation in which, by direction of higher authority, all or part of a unit is replaced in an area by the incoming unit and the responsibilities of the replaced elements for the mission and the assigned zone of operations are transferred to the incoming unit. The responsibilities of the replaced elements for the mission and the assigned zone of operations are transferred to the incoming unit. The incoming unit continues the operation as ordered. The relieving unit usually assumes the same responsibilities and initially deploys in the same configuration as the outgoing unit. Relief in place is executed for a number of reasons including introducing a new unit into combat, changing a unit's mission, relieving a depleted unit in contact, retaining a unit, relieving the stress of prolonged operations in adverse conditions, resting a unit after long periods in a mission-oriented protective posture, decontaminating a unit, and avoiding excessive radiation exposure. A relief in place may be hasty or deliberate. This task may contain significant environmental considerations, especially if the relief in place occurs at a base camp or other similar place. (JP 3-07.3) (JS)

No.	Scale	Measure
01	Yes/No	The relieving unit assumed command of the area of operations after the previously designated trigger event occurred.
02	Yes/No	The relieved unit started its next mission per operation order.
03	Yes/No	Higher headquarters directing the relief designated subsequent missions for both forces, when and under what conditions passage of command took place, start and finish times for the relief, contact points between the units involved, and common maneuver control measures and graphics.
04	Yes/No	Enemy did not detect the relief.
05	Yes/No	Unit defeated the enemy attacked during the relief.
06	Yes/No	The relief began by time specified in operation order.
07	Yes/No	The relief ended by time specified in operation order.
08	Time	To complete the plan for conducting the relief in place.
09	Percent	Of designated supplies and equipment left in position.
10	Percent	Of relieved unit's fire, weapons plans, and range cards passing to relieving unit.
11	Percent	Of lanes marked and guides in place prior to initiating the relief.
12	Percent	Of friendly casualties due to an enemy attack during the relief.
13	Number	Of casualties from friendly fire or obstacles in either the relieving or relieved unit.

ART 1.2.10 NAVIGATE FROM ONE POINT TO ANOTHER

1-40. Units use navigational aids, such as maps, compasses, charts, stars, dead reckoning, and Global Positioning System receivers. ART 1.2.10 includes determining distance; direction; location; elevation and altitude; route; and data for navigational aids, orientation, and rate of movement. (TC 3-25.26) (USAMCOE)

No.	Scale	Measure
01	Yes/No	The unit was in the correct position at the correct time.
02	Time	To plan the movement of the individual, unit, vehicle, ship, or aircraft.
03	Time	Of force delay due to navigational error.

No.	Scale	Measure
04	Percent	Of force no longer mission capable due to navigational error accidents.
05	Percent	Of force that arrived at the correct destination at the planned time.

ART 1.2.11 CONDUCT A SURVIVABILITY MOVE

1-41. Units rapidly displace a unit, command post, or facility in response to enemy direct and indirect fires, in response to the approach of an enemy unit, or as a proactive measure based on intelligence preparation of the battlefield and risk analysis. (ADRP 3-90) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit prevented the enemy from engaging the main body.
02	Yes/No	Unit prevented decisive engagement by the enemy.
03	Time	To report survivability move to higher headquarters per unit standard operating procedures.
04	Time	For unit to displace from area projected to be crossed by approaching enemy unit.
05	Time	For unit to become operational again after survivability move.
06	Percent	Of unit casualties while displacing from the area projected to be traversed by the approaching enemy unit.
07	Percent	Of unit equipment damaged or immobilized while displacing from the area projected to be traversed by the approaching enemy unit.
08	Percent	Of unit personnel and equipment that displaced before the enemy unit arrived.

ART 1.2.12 CONDUCT SNIPER ACTIVE COUNTERMEASURES

1-42. Units use active sniper countermeasures to detect and destroy the sniper before the sniper can fire or engage and neutralize the sniper after the sniper fires. (ATTP 3-06.11) (USAMCOE)

No.	Scale	Measure
01	Yes/No	Unit maintained 360-degree security.
02	Yes/No	Unit did not set patterns.
03	Yes/No	Unit used observation posts and aerial observers.
04	Yes/No	Unit used magnified optics to scan for snipers.
05	Yes/No	Unit used small reconnaissance, security patrols, and available unmanned aircraft sensors.
06	Yes/No	Unit identified sniper location and returned fire.
07	Yes/No	Unit attacked by maneuvering on enemy location and killing the enemy.
08	Yes/No	Unit reorganized and evaluated casualties.

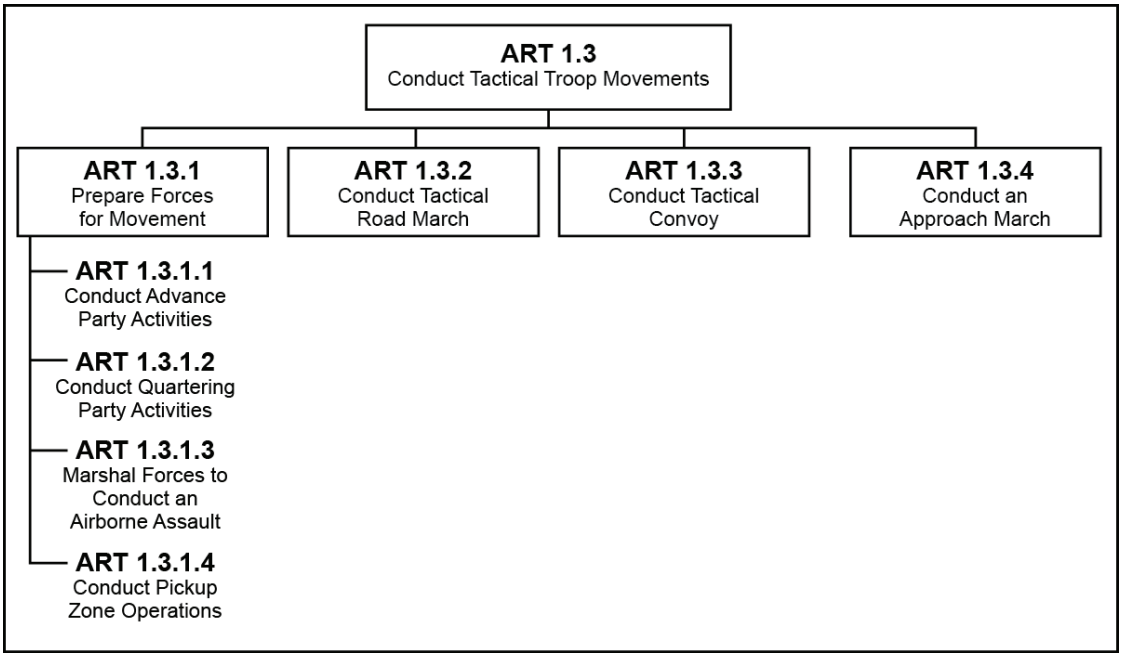
ART 1.2.13 CONDUCT SNIPER PASSIVE COUNTERMEASURES

1-43. Units use passive sniper countermeasures to prevent the sniper from acquiring a clear target or prevent sniper fires from inflicting casualties. (ATTP 3-06.11) (USAMCOE)

No.	Scale	Measure
01	Yes/No	Unit planned and rehearsed actions on sniper control.
02	Yes/No	Unit maintained 360-degree security.
03	Yes/No	Unit limited exposure of personnel and equipment.
04	Yes/No	Soldiers stuck to the shadows, used cover, and used concealment.
05	Yes/No	Soldiers removed rank insignia and did not salute in the field.
06	Yes/No	Leaders blended into element.

No.	Scale	Measure
07	Yes/No	Soldiers wore protective armor.
08	Yes/No	Soldiers used armored vehicles.
09	Yes/No	Unit erected screens and shields for concealment.
10	Yes/No	Unit denied enemy the ability to overwatch terrain.
11	Yes/No	Unit used smoke hazes, smoke screens, and/or nonlethal weapons to distract, disorient, degrade, and/or obscure a sniper's field of view.
12	Yes/No	Unit used smoke hazes, smoke screens, and/or nonlethal weapons to limit the effectiveness of a sniper's fire.

SECTION III – ART 1.3: CONDUCT TACTICAL TROOP MOVEMENTS



1-44. Units relocate or move by any means or mode of transportation preparatory to deploying into combat formations to support tactical commander and joint force commander plans. Positioning and repositioning must support the commander's intent and concept of operations. ART 1.3 includes generating and dispersing tactical forces. It also includes moving units by military, host-nation, or contracted vehicles. (ADRP 3-90) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit followed the prescribed route at the prescribed speed without deviating unless required otherwise by enemy action or on orders from higher headquarters.
02	Yes/No	Unit crossed and cleared start point and release point at designated time.
03	Yes/No	Enemy did not surprise the unit's main body because of a failure to conduct security operations.
04	Percent	Of casualties sustained during the movement.
05	kph	Rate of movement.
kph	kilometers per hour	

ART 1.3.1 PREPARE FORCES FOR MOVEMENT

1-45. Units assemble, inspect, and load personnel, equipment, and supplies to prepare for a tactical movement. (FM 3-55) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit prepared to move at the appointed time and place.
02	Time	To load forces and equipment.
03	Time	To prepare movement orders.
04	Time	To deploy transportation and security forces.
05	Percent	Of forces and equipment loaded within established time requirements.

ART 1.3.1.1 CONDUCT ADVANCE PARTY ACTIVITIES

1-46. Units send a detachment ahead of the main body to establish conditions for the main body's arrival. Conditions include administrative and logistic actions. (ATP 3-35) (CASCOM)

No.	Scale	Measure
01	Yes/No	The advance party established necessary conditions for the unit main body to conduct and complete the reception, staging, onward movement, and integration by time specified.
02	Yes/No	Advance party arranged to receive the main body.
03	Yes/No	Advance party assisted point of debarkation with discharge operations.
04	Yes/No	Advance party consisted of battery teams, fuel handlers, drivers, and property book and supply personnel.
05	Yes/No	Advance party deployed sufficiently in advance of the main body to accomplish its assigned responsibilities.
06	Yes/No	Unit requested sufficient external transportation support to accomplish assigned responsibilities.

ART 1.3.1.2 CONDUCT QUARTERING PARTY ACTIVITIES

1-47. Units secure, reconnoiter, and organize an area for the main body's arrival and occupation. (ATP 3-35) (CASCOM)

No.	Scale	Measure
01	Yes/No	Quartering party deployed sufficiently in advance of the main body to accomplish its assigned responsibilities.
02	Yes/No	Quartering party guided unit main body into position from the release point to precise locations within the assembly area.
03	Yes/No	Quartering party secured the designated assembly area.
04	Yes/No	Quartering party conducted an area reconnaissance of the designated assembly area per environmental considerations.
05	Distance	Of assembly area (and positions in it) changed from tentative locations selected by unit commander based on a map reconnaissance.

ART 1.3.1.3 MARSHAL FORCES TO CONDUCT AN AIRBORNE ASSAULT

1-48. Marshaling airborne forces involves planning, rehearsals, and briefbacks addressed in ART 5.0 (Conduct Mission Command). It involves assembling and preparing paratroopers, equipment, and supplies for the jump. It includes airborne-specific briefings; prejump training; the actual movement of paratroopers, equipment, and supplies to departure airfields; and loading them into aircraft. (FM 3-99) (USAMCOE)

No.	Scale	Measure
01	Yes/No	Unit completed all preparations—such as assembling, organizing, marking, and rigging unit equipment, rations, ammunition, water, and other supplies—by time specified in operation order. Preparations also included, but were not limited to, ensuring the cross loading of personnel and key weapon systems, conducting prejump refresher training and mission rehearsals, and moving to the departure airfield by time specified in operation order.
02	Yes/No	Unit commander issued warning order and operation order.
03	Yes/No	Unit met station time.
04	Yes/No	Unit met load time.
05	Yes/No	Unit established liaison and contact with departure airfield control group.
06	Time	From receiving warning order to completing preparations for airborne operation.

ART 1.3.1.4 CONDUCT PICKUP ZONE OPERATIONS

1-49. Pickup zone operations involve assembling and preparing Soldiers, equipment, and supplies for an air assault. ART 1.3.1.4 includes conducting air assault-specific briefings and training; moving Soldiers, equipment, and supplies to pickup zones; and loading them into rotary-wing aircraft. (FM 3-99) (USAMCOE)

No.	Scale	Measure
01	Yes/No	Unit commander issued warning order and operation order.
02	Yes/No	Unit adjusted load plan and ground tactical plan to account for less than scheduled amount of aircraft.
03	Yes/No	Unit met load time.
04	Yes/No	Unit maintained local security during loading.
05	Yes/No	Unit completed all preparations—such as assembling, organizing, marking, and rigging unit equipment, rations, ammunition, water, and other supplies—by time specified in operation order. Preparations also include, but were not limited to, ensuring the cross loading of personnel and key weapon systems, conducting air assault refresher training and mission rehearsals, conducting an air mission brief, and moving to the departure airfield by time specified in operation order.
06	Yes/No	Unit released available attack and reconnaissance assets from pickup zone security to perform air route reconnaissance and to establish mobile flank screens for air movement to landing zones.
07	Time	From receiving warning order to completing preparations for air assault operation.
08	Percent	Of changes in numbers and types of rotary-wing aircraft.

ART 1.3.2 CONDUCT TACTICAL ROAD MARCH

1-50. A *tactical road march* is a rapid movement used to relocate units within an area of operations to prepare for combat operations. Commanders arrange troops and vehicles to expedite their movement and conserve time, energy, and unit integrity. They anticipate no interference except by enemy forces or sympathizers. Units conducting tactical road marches employ three tactical march techniques: open column, close column, and infiltration. (ADRP 3-90) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit crossed and cleared start point and release point at designated times.
02	Yes/No	Unit followed the prescribed route without deviation unless required otherwise by enemy action or on orders from higher headquarters.
03	Yes/No	Enemy did not surprise the unit main body through a failure to conduct appropriate security operations.
04	Yes/No	Unit employed appropriate tactical road march technique (open column, close column, or infiltration).

No.	Scale	Measure
05	Yes/No	Unit task-organized properly for tactical road march.
06	Time	To initiate movement.
07	Time	To complete movement.
08	Percent	Of force completing the movement.
09	Percent	Of unit casualties.

ART 1.3.3 CONDUCT TACTICAL CONVOY

1-51. Units conduct tactical convoys by employing one or a combination of three types of column formations: open, close, and infiltration. Tactical convoys are combat operations in which forces and materiel are moved over land from one location on the battlefield to another while maintaining the ability to aggressively respond to enemy attempts to impede, disrupt, or destroy elements of the convoy. (ATP 4-11) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit conducted precombat checks and inspections to include unit test fires of all weapons.
02	Yes/No	Unit was equipped with primary and alternate communications.
03	Yes/No	Unit had frequencies for close air support, fires, and medical evacuation and duress frequencies.
04	Yes/No	Unit crossed start point by time specified in operation order.
05	Yes/No	Unit reported crossing start point to higher headquarters.
06	Yes/No	Unit had constant and uninterrupted internal and external communications throughout the convoy.
07	Yes/No	Unit maintained 360-degree security and situational awareness during the convoy.
08	Yes/No	Unit conducted rehearsals to react to enemy attack per operation order, battle drill, and standard operating procedures.
09	Yes/No	Unit rehearsed actions to react to noncombatants who attempt to pilfer for personal reasons; unit was able to respond passively to these disruptions.
10	Yes/No	Unit identified checkpoints en route and reported crossing checkpoints.
11	Yes/No	Unit maintained visual contact and proper intervals between vehicles.
12	Yes/No	Forward security element provided the convoy with sufficient reaction time and maneuver space to avoid or react to enemy contact.
13	Yes/No	Unit crossed the release point by time specified in operation order.
14	Yes/No	Unit reported arrival at release point to higher headquarters.
15	Yes/No	Unit rehearsed special teams, actions on enemy contact, and reaction to improvised explosive devices to include medical evacuations and vehicle recovery.
16	Time	To designate and position security teams throughout the convoy.
17	Time	To designate quick reaction force, special teams for aid and litter, combat lifesaver, and recovery and landing zones.
18	Time	To provide situational reports to higher headquarters.
19	Number	Of types of enemy forces active within area of influence (convoy route).
20	Number	Of enemy actions in the last 30 days (or other selected period).

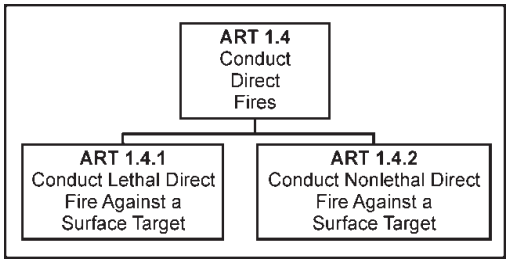
ART 1.3.4 CONDUCT AN APPROACH MARCH

1-52. Units conduct an *approach march*—the advance of a combat unit when direct contact with the enemy is intended. An approach march emphasizes speed over tactical deployment. Units use an approach march when the enemy's approximate location is known and allows the attacking force to move with greater speed

and less physical security or dispersion. An approach march ends in an attack position, assembly area, or assault position; or it transitions to an attack. (ADRP 3-90) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Using the approach march allowed the force to move quickly to the area where it expected to make contact with the enemy and transition to an appropriate combat formation.
02	Yes/No	Unit task-organized properly for approach march.
03	Yes/No	Unit used established control measures and control graphics.
04	Time	To initiate the approach march.
05	Time	To complete the approach march.
06	Time	Between planned and actual unit arrival at checkpoints.
07	Percent	Of force completing the approach march.
08	Percent	Of force maintaining correct interval between units.
09	Percent	Of force using correct movement techniques (traveling, traveling overwatch, and bounding overwatch).
10	kph	Rate of movement.
kph	kilometers per hour	

SECTION IV – ART 1.4: CONDUCT DIRECT FIRES



1-53. Units conduct lethal and nonlethal direct fires. Examples of direct-fire systems include small arms, tanks, antitank weapons, automatic weapons, directed energy, optical weapons, acoustic weapons, and blunt trauma weapons. ART 1.4 includes attack helicopter fires and direct fire tied directly to battlefield movement. (JP 3-09.3) (JS)

Note: ART 1.7.1 (Site Obstacles) addresses the elements of direct fire planning, such as the integration of indirect fires, obstacles and terrain, and air and ground assets with control measures designed to mass fires.

No.	*Scale*	*Measure*
01	Yes/No	Unit direct fires contributed to accomplishing unit mission.
02	Yes/No	Conduct of direct fires was done per established rules of engagement.
03	Yes/No	Unit used correct weapon to engage target.
04	Time	To get complete attack on direct fire target after detecting and identifying target.
05	Time	To suppress targets.
06	Percent	Of probability of suppressing a target.
07	Percent	Of probability of a hit.
08	Percent	Of probability of a kill given a hit.
09	Percent	Of missions flown and fired to achieve desired target damage.
10	Percent	Of available direct fire weapon systems engaging direct fire targets.

No.	Scale	Measure
11	Percent	Of direct fire targets not engaged.
12	Percent	Of enemy performance degraded due to direct fire attack.
13	Percent	Of direct fire attacks that resulted in collateral damage.
14	Percent	Of direct fire attacks that resulted in friendly or neutral casualties.
15	Number	Of direct fire attacks that resulted in collateral damage.
16	Number	Of direct fire attacks that resulted in friendly or neutral casualties.

ART 1.4.1 CONDUCT LETHAL DIRECT FIRE AGAINST A SURFACE TARGET

1-54. Units engage enemy equipment, materiel, personnel, fortifications, and facilities with direct fire designed to destroy the target. These direct fires may be from fixed- or rotary-wing systems. (JP 3-09.3) (JS)

No.	Scale	Measure
01	Yes/No	Direct fires contributed to accomplishing unit mission.
02	Yes/No	Unit conducted direct fire attack per established rules of engagement.
03	Yes/No	Unit used correct weapon to engage target.
04	Time	To get complete attack on direct fire target after detecting and identifying target.
05	Time	To suppress targets.
06	Percent	Of probability of suppressing a target.
07	Percent	Of probability of a hit.
08	Percent	Of probability of a kill given a hit.
09	Percent	Of missions flown and fired to achieve desired target damage.
10	Percent	Of available direct fire weapon systems engaging direct fire targets.
11	Percent	Of direct fire targets not engaged.
12	Percent	Of enemy performance degraded due to lethal direct fire attack.
13	Percent	Of lethal direct fire attacks that resulted in collateral damage.
14	Percent	Of lethal direct fire attacks that resulted in friendly or neutral casualties.
15	Number	Of lethal direct fire attacks that resulted in collateral damage.
16	Number	Of lethal direct fire attacks that resulted in friendly or neutral casualties.

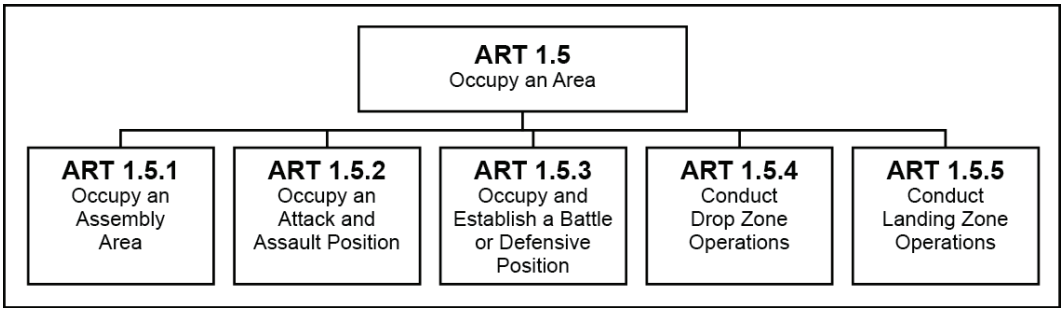
ART 1.4.2 CONDUCT NONLETHAL DIRECT FIRE AGAINST A SURFACE TARGET

1-55. Units employ nonlethal direct fires to incapacitate threat personnel and materiel without causing permanent injury or destruction. ART 1.4.2 includes using nonlethal weapons such as directed energy, blunt trauma, riot control agents, vehicle and vessel arresting devices, and water cannons. (ATP 3-39.33) (USAMPS)

No.	Scale	Measure
01	Yes/No	Direct fires contributed to accomplishing the unit mission.
02	Yes/No	Unit conducted nonlethal direct fires against surface target per rules of engagement, to include receipt of the approval of weapons released from a competent authority.
03	Time	To develop nonlethal direct fire options after receiving warning order.
04	Time	To complete nonlethal direct fire attack on target (after initiation).
05	Percent	Of all targets evaluated as candidates for nonlethal direct fire attack.
06	Percent	Of nonlethal direct fire attacks on selected targets that achieved desired effect.

No.	Scale	Measure
07	Percent	Of nonlethal direct fire attacks without lethal results.
08	Percent	Of nonlethal direct fire attacks that required lethal fires to achieve desired operational effects.
09	Percent	Of nonlethal direct fire attacks that resulted in collateral damage.
10	Percent	Of threat actions that were denied, stopped, moved, diverted, suppressed, dissuaded, or disabled due to nonlethal direct fire attack.
11	Percent	Of nonlethal direct fire attacks that resulted in friendly or neutral casualties.
12	Number	Of nonlethal direct fire attacks that resulted in friendly or neutral casualties.
13	Number	Of nonlethal direct fire attacks that resulted in collateral damage.

SECTION V – ART 1.5: OCCUPY AN AREA



1-56. Units move forces into and secure an area from which to conduct future operations. Units use the minimum control measures required to successfully complete the mission while providing subordinates the flexibility needed to respond to changes in the situation. This task includes occupying assembly areas; occupying attack or assault positions; and establishing and occupying defensive positions, including the five types of battle positions: primary, alternate, supplementary, subsequent, and strong point. (ADRP 3-90) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit controlled the area so the enemy could not use the area.
02	Yes/No	Personnel and essential equipment were in assigned positions by time specified in operation order.

ART 1.5.1 OCCUPY AN ASSEMBLY AREA

1-57. Units move forces into and occupy an assembly area in which to assemble and prepare for further action. Actions include resupplying and organizing forces for future operations. (FM 3-90-1) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit moved into and occupied an assembly area in which it assembled and prepared for further action by time specified in operation order.
02	Yes/No	Unit forced enemy reconnaissance elements to withdraw without allowing penetration of the assembly area perimeter.
03	Yes/No	The enemy did not surprise the unit main body through a failure to conduct security operations.
04	Yes/No	Unit dispersed its forces appropriately; used cover and concealment; and designated entrances, exits, and internal routes per the factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations to include drainage and soil conditions per environmental considerations.

No.	Scale	Measure
05	Yes/No	All personnel and essential equipment moved into assigned initial defensive positions by time specified in operation order.
06	Yes/No	Unit completed preparations for next operation per commander's intent by time specified in operation order.

ART 1.5.2 OCCUPY AN ATTACK AND ASSAULT POSITION

1-58. As part of an offensive operation, units move tactical forces into and through these positions to prepare for further action or support actions of another force. The attack position is the last position an attacking force occupies or passes through before crossing the line of departure. Activities include making last-minute coordination and tactical adjustments, preparing specialized equipment for immediate use, and protecting the occupying force until supporting fire is lifted or shifted. This task includes the use of attack-by-fire and support-by-fire positions and holding areas by attack helicopters. (ADRP 3-90) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit occupied attack and assault positions only as necessary to ensure the attack's success.
02	Yes/No	Unit cleared these positions of enemy forces.
03	Yes/No	The enemy did not surprise the unit main body.
04	Yes/No	All personnel and essential equipment moved into assigned positions by time specified in operation order.
05	Yes/No	Unit completed attack and assault preparations per commander's intent and the factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations.

ART 1.5.3 OCCUPY AND ESTABLISH A BATTLE OR DEFENSIVE POSITION

1-59. As part of a defensive operation, units move tactical forces into positions to prepare for further action. A *battle position* is a defensive location oriented on a likely enemy avenue of approach. Five kinds of battle positions exist: primary, alternate, supplementary, subsequent, and strongpoint. The positions may be located on any type of land and terrain, such as urban, natural, mountainous, piedmont, steppe, delta, desert, jungle, and arctic. (See CJCSM 3500.04F condition 1.0 [Physical Environment] for factors that describe the physical environment.) (ADRP 3-90) (USACAC)

Note: ART 1.7.1 (Site Obstacles) addresses defensive planning.

No.	Scale	Measure
01	Yes/No	Unit was able to conduct a coherent defense from its positions.
02	Yes/No	Unit cleared enemy forces from the defended area.
03	Yes/No	The enemy did not surprise the unit main body.
04	Yes/No	All personnel and essential equipment moved into assigned positions by time specified in operation order.
05	Yes/No	Unit was prepared to defend by the time specified in operation order.
06	Percent	Of acceptable friendly losses.
07	Number	Of casualties from friendly fire.

ART 1.5.4 CONDUCT DROP ZONE OPERATIONS

1-60. ART 1.5.4 begins when paratroopers and equipment exit the aircraft by parachute or airland. ART 1.5.4 ends when all elements of the relevant airborne echelon arrive in the objective area. (FM 3-99) (USAMCOE)

No.	*Scale*	*Measure*
01	Yes/No	Unit assembled according to its landing plan (on the objective, on the drop zone, or in an assembly area adjacent to the drop zone) and began to execute the ground tactical plan by time specified in operation order.
02	Yes/No	Enemy forces were unable to engage forces landing on the drop zone.
03	Yes/No	Security positions were positioned around drop zone until completion of vertical envelopment.
04	Yes/No	Unit cleared drop zone of equipment and debris for use by follow-on forces or future airland operations.
05	Time	To conduct map or physical reconnaissance of site to ensure that the drop zone supported operational requirements, such as acceptable degree of slope, acceptable surface conditions, appropriate size, and free of obstacles.
06	Time	To clear or mark obstacles such as stumps, fences, and barbed wire located on the drop zone.
07	Time	To ensure drop zone approach and exit paths were free of obstructions.
08	Time	To mark the drop zone.
09	Time	For pathfinder elements to establish communications with follow-on aircraft.
10	Time	For pathfinder elements to confirm or determine drop heading with aircrew.
11	Percent	Of dropped and airlanded aircraft loads under control of a ground station located on or near the drop zone.
12	Percent	Of airborne unit personnel and cargo drops that landed in the drop zone.
13	Number	Of personnel that landed in the drop zone.
14	Number	Of tons and types of cargo that landed in the drop zone or that the airborne unit can recover.
15	Number	Of casualties from accidents caused by conditions on the drop zone, such as wind speed, obstacles, and surface conditions.

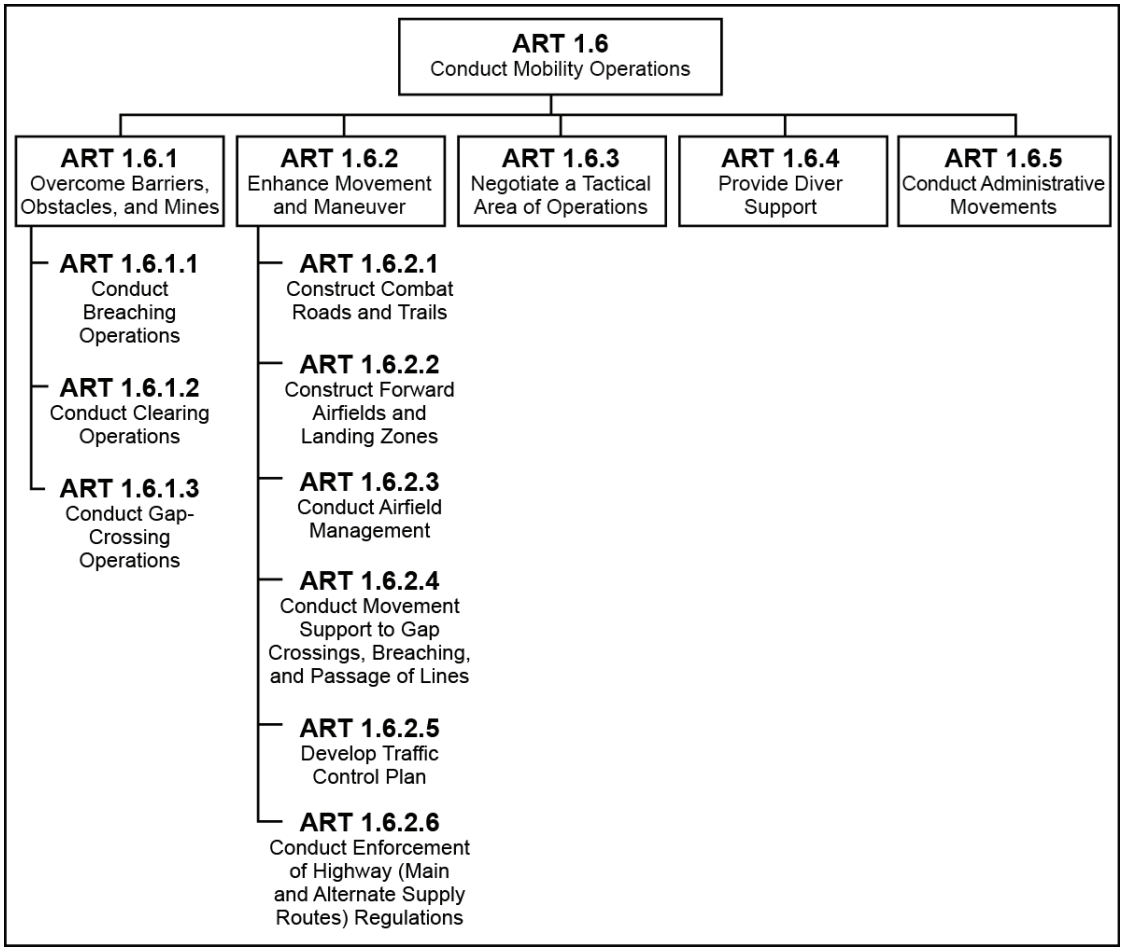
ART 1.5.5 CONDUCT LANDING ZONE OPERATIONS

1-61. ART 1.5.5 begins when Soldiers and equipment exit the helicopters. It does not include air traffic control or efforts to improve the landing zone. ART 1.5.5 ends when all elements of the relevant air assault echelon arrive in the objective area. (FM 3-99) (USAMCOE)

No.	*Scale*	*Measure*
01	Yes/No	Unit assembled according to its landing plan (on the objective, on the landing zone, or in an assembly area adjacent the landing zone) and began to execute the ground tactical plan by time specified in operation order.
02	Yes/No	Security positioned around landing zone occupied zone until completion of the vertical envelopment process.
03	Yes/No	Unit cleared landing zone of equipment and debris for use by follow-on forces or future airland operations.
04	Time	To conduct map or physical reconnaissance of site to ensure that landing zone supported operational requirements, such as acceptable degree of slope, acceptable surface conditions, appropriate size to accommodate the helicopters delivering the force, and free of obstacles.
05	Time	To clear or mark obstacles such as stumps and fences located on the landing zone.
06	Time	To ensure landing zone approach and exit paths were free of obstructions.
07	Time	To mark the landing zone.

No.	Scale	Measure
08	Percent	Of air assault unit personnel and cargo that landed on the landing zone.
09	Number	Of personnel that landed on the landing zone.
10	Number	Of tons and types of cargo that landed on the landing zone.
11	Number	Of casualties from accidents caused by landing zone conditions, such as foreign object damage and hidden obstacles.

SECTION VI – ART 1.6: CONDUCT MOBILITY OPERATIONS



1-62. Assured mobility is a framework—of processes, actions, and capabilities—that assures the ability of a force to deploy, move, and maneuver where and when desired, without interruption or delay, to accomplish the mission. The assured mobility fundamentals—predict, detect, prevent, neutralize, and protect—support the implementation of the assured mobility framework. Freedom of movement and maneuver within the area of operations allows a unit to gain and maintain a position of advantage and achieve decisive results across the range of military operations. Decisive results include denying the enemy freedom of action to attain a position of advantage. Mobility operations are performed as combined arms operations. (ATTP 3-90.4) (USAMSCOE)

Note: The term "breaching system" used in this section includes both manual and mechanical means.

No.	Scale	Measure
01	Yes/No	Unit overcame terrain, barriers, and obstacles with by time specified in operation order.
02	Yes/No	Commander and staffs coordinated with higher, adjacent, supported, and supporting units to maintain freedom of movement in the area of operations.
03	Time	That terrain, barriers, obstacles, personnel, and mines delayed movement of friendly forces.
04	Time	To conduct route, zone, and area reconnaissance to determine terrain trafficability and the location and boundaries of barriers, obstacles, and minefields.
05	Time	After discovery for staff to disseminate terrain trafficability and barrier, obstacles, and mine data to higher headquarters, laterally, and to subordinate units.
06	Time	To reduce lanes through obstacles.
07	Time	To conduct successful execution of breach fundamentals—suppress, obscure, secure, reduce, and assault—at the obstacle.
08	Time	To complete mobility activities that improved the unit's capability to cross the terrain, such as applying a rock layer to a combat road and cutting down trees to make a trail.
09	Time	To complete minefield reduction.
10	Time	To move breaching equipment to breach site.
11	Percent	Of obstacles in the area of operations that had been breached.
12	Percent	Of breaching systems that were mission capable.
13	Percent	Of completed engineer efforts designed to enhance the unit's capability to cross terrain.
14	Number	Of friendly and neutral casualties during mobility activities.

ART 1.6.1 OVERCOME BARRIERS, OBSTACLES, AND MINES

1-63. Units enable a force to maintain its mobility by reducing, bypassing, or clearing obstacles. An *obstacle* is any natural or man-made obstruction designed or employed to disrupt, fix, turn, or block the movement of an opposing force, and to impose additional losses in personnel, time, and equipment on the opposing force (JP 3-15). Naturally existing obstacles can include rivers, mountains, barrier reefs, and cities. Man-made or reinforcing obstacles can include minefields and antitank ditches. A complex obstacle is a combination of different types of individual obstacles that requires more than one reduction technique (explosive, mechanical, or manual) to create a lane through the obstacle. A reinforcing obstacle is an obstacle that is specifically constructed, emplaced, or detonated through military effort. (ATTP 3-90.4) (USAMSCOE)

No.	Scale	Measure
01	Yes/No	Unit overcame obstacles and barriers by time specified in operation order.
02	Time	That enemy-emplaced obstacles delayed friendly force movement.
03	Time	For staff to disseminate barrier, obstacle, and mine data to subordinate units, to higher headquarters, and laterally after discovery.
04	Time	To conduct reconnaissance of obstacle focused on answering obstacle information requirements—obstacle location, length, width, and depth; obstacle composition (such as wire and mines by type); soil conditions; locations of lanes and bypasses; and the location of enemy direct fire systems.
05	Time	To conduct successful execution of breach fundamentals—suppress, obscure, secure, reduce, and assault—at the obstacle.
06	Time	To reduce lane through obstacles.
07	Time	To complete mine clearing.
08	Time	To move breaching equipment to breach site.
09	Time	To reduce underwater obstacles at crossing sites.
10	Percent	Of obstacles in the area of operations that had been breached.

No.	Scale	Measure
11	Percent	Of breaching systems that were mission capable.
12	Percent	Of completed engineer efforts designed to enhance the unit's capability to cross terrain.
13	Number	Of friendly and neutral casualties during mobility activities.

ART 1.6.1.1 Conduct Breaching Operations

1-64. Units conduct a combined arms operation to project combat power to the far side of an obstacle. Breaching tenets include intelligence, synchronization, mass, breach fundamentals (suppress, obscure, secure, reduce, and assault), and breach organization (support, assault, and breach forces). ART 1.6.1.1 includes the reduction of minefields and other obstacles. Reduction is the creation of lanes through or over an obstacle to allow an attacking force to pass. The number and width of lanes created varies with the enemy situation, the assault force's size and composition, and the concept of operations. The lanes must allow the assault force to rapidly pass through the obstacle. The breach force will reduce, proof (if required), mark, and report lane locations and the land-marking method to higher headquarters. Follow-on units will further reduce or clear the obstacle when required. (ATTP 3-90.4) (USAMSCOE)

No.	Scale	Measure
01	Yes/No	Unit completed breaching operation by time specified in the operation order.
02	Time	For staff to disseminate barrier, obstacle, and mine data to subordinate units, to higher headquarters, and laterally after discovery.
03	Time	That enemy-emplaced obstacles delayed friendly force movement.
04	Time	To conduct reconnaissance of barriers, obstacles, and minefields.
05	Time	To conduct successful execution of breach fundamentals—suppress, obscure, secure, reduce, and assault—at the obstacle.
06	Time	To reduce lane through obstacles (one lane per assault company, two lanes per task force).
07	Time	To move breaching equipment to breach site.
08	Percent	Of obstacles in the area of operations that had been breached.
09	Percent	Of breaching systems that were mission capable.
10	Number	Of lanes opened by the breaching operation.
11	Number	Of breaching systems that were mission capable.
12	Number	Of friendly and neutral casualties caused by detonation of explosives.

ART 1.6.1.2 Conduct Clearing Operations

1-65. Units conduct clearing operations (area or route clearance) to enable the use of a designated area or route. Clearing is the total elimination or neutralization of an obstacle (to include explosives hazards) or portions of an obstacle. Clearing operations are typically not conducted under fire and may be conducted after a breaching operation where an obstacle is a hazard or hinders friendly movement or occupation of a location. ART 1.6.1.2.1 (Conduct Area Clearance) focuses on obstacle clearance of a designated area and is typically not a combined arms operation. ART 1.6.1.2.2 (Conduct Route Clearance) focuses on obstacle clearance along a specific route, typically conducted as a combined arms operation, and may be performed in situations where enemy contact is likely. (ATTP 3-90.4) (USAMSCOE)

No.	Scale	Measure
01	Yes/No	Unit completed obstacle clearance mission by time specified in operation order.
02	Yes/No	Unit conducted emergency de-mining and unexploded explosive ordnance removal.
03	Yes/No	Unit conducted mapping and survey exercises of mined areas.
04	Yes/No	Unit marked minefields.

No.	Scale	Measure
05	Yes/No	Unit identified and coordinated emergency de-mining and unexploded explosive ordnance removal requirements.
06	Yes/No	Unit established priorities and conducted de-mining operations.
07	Yes/No	Unit initiated large-scale de-mining and unexploded explosive ordnance removal operations.
08	Time	For staff to disseminate obstacle data to subordinate units, to higher headquarters, and laterally after discovery.
09	Time	To conduct reconnaissance of obstacle focused on answering obstacle information requirements—obstacle location, length, width, and depth; obstacle composition (such as wire, mines by type); soil conditions; locations of lanes and bypasses; and the location of enemy direct fire systems.
10	Time	To plan how to clear the obstacle.
11	Time	To clear the obstacles.
12	Time	To move equipment to the area where the clearance mission took place.
13	Percent	Of obstacle that had been removed or neutralized.
14	Percent	Of systems committed to the clearance mission that were mission capable.
15	Number	Of lanes opened by the reducing operation.
16	Number	Of systems that were mission capable.
17	Number	Of friendly and neutral casualties during the clearance mission.

ART 1.6.1.2.1 Conduct Area Clearance

1-66. Area clearance is the total elimination or neutralization of an obstacle or portions of an obstacle in a designated area. (ATTP 3-90.4) (USAMSCOE)

No.	Scale	Measure
01	Yes/No	Unit completed area clearance mission by time specified in operation order.
02	Time	That obstacles delayed friendly force movement.
03	Time	For staff to disseminate obstacle data to subordinate units, to higher headquarters, and laterally after discovery.
04	Time	To conduct area reconnaissance.
05	Time	To plan how to clear the area.
06	Time	To clear the area.
07	Time	To move equipment to the area where the clearance mission took place.
08	Percent	Of area that had been cleared.
09	Percent	Of area clearance systems that were mission capable.
10	Number	Of area clearance systems that were mission capable.
11	Number	Of friendly and neutral casualties during the area clearance mission.

ART 1.6.1.2.2 Conduct Route Clearance

1-67. A route clearance is a combined arms operation conducted to remove mines and other obstacles along preexisting roads and trails. (ATTP 3-90.4) (USAMSCOE)

No.	Scale	Measure
01	Yes/No	Unit accomplished route clearance by time specified in operation order.
02	Yes/No	Unit dismantled roadblocks and established checkpoints.
03	Time	That obstacles along the route delayed the friendly force movement.
04	Time	For staff to disseminate obstacle data to subordinate units, to higher headquarters, and laterally after discovery.

No.	Scale	Measure
05	Time	To conduct route reconnaissance.
06	Time	To plan how to clear the route.
07	Time	To clear the route.
08	Time	To move equipment from its current location to the route where the clearance mission took place.
09	Time	To establish security along portion of the route that was cleared.
10	Percent	Of route cleared by time specified in operation order.
11	Percent	Of systems committed to route clearance that were mission capable.
12	Percent	Of increase in transportation and maneuver efficiency due to the completion of route clearance mission.
13	Number	Of obstacles along the route that had been cleared.
14	Number	Of breaching systems that were mission capable.
15	Number	Of friendly and neutral casualties during the route clearance mission.

ART 1.6.1.3 CONDUCT GAP-CROSSING OPERATIONS

1-68. A *gap-crossing operation* is a mobility operation consisting of river crossing, brigade-level crossing, and special gap-crossing operations conducted to project combat power across a linear obstacle (wet or dry gap). The obstacle is linear in that it creates a line crossing all or a significant portion of the area of operations. The obstacle can be wet gap (water obstacle) or dry gap that is too wide to overcome by self-bridging. The nature of the obstacle differentiates a gap crossing from a breaching operation. A wet gap crossing (river crossing) is also unique because the water obstacle is significantly large enough to prevent normal ground maneuver. A gap crossing generally requires special planning and support. Factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations dictate the type of crossing (hasty, deliberate, or retrograde). Gap crossing generally includes preparing access and egress routes, completing a hydrographic survey (underwater obstacle detection or reduction), employing crossing means (bridging and rafts), and operating an engineer regulating point if required. This task is measured against a river crossing, the most difficult standard of gap-crossing operations. Crossing fundamentals include surprise, extensive preparation, a flexible plan, traffic control, organization, and speed. Gap crossings may be conducted in support of combat maneuver or in support of lines of communications. (ATTP 3-90.4) (USAMSCOE)

Note: The engineer bridge, raft, and assault boat systems percentages in this task apply to the individual ribbon bridge bays and rafts, and to individual assault boats; they do not apply to a ribbon or assault bridge set as a whole.

No.	Scale	Measure
01	Yes/No	Unit accomplished gap crossing by time specified in operation order.
02	Yes/No	Crossing area graphics were disseminated to crossing and supporting forces.
03	Time	That the gap or obstacle delayed friendly force movement.
04	Time	To conduct area reconnaissance of the terrain surrounding the gap.
05	Time	To plan the gap crossing.
06	Time	For staff to disseminate data concerning the gap to subordinate units, to higher headquarters, and laterally after determination.
07	Time	For underwater reconnaissance to be performed by dive team.
08	Time	To move engineer bridging equipment to the crossing site.
09	Time	To establish conditions necessary for success, such as suppressing enemy systems overwatching the river, breaching minefields and other obstacles barring access to the riverbanks, and preparing access and egress routes.

No.	Scale	Measure
10	Time	To emplace and construct crossing assets.
11	Time	To complete gap crossing.
12	Percent	Of crossing unit that had moved to the far shore of the gap.
13	Percent	Of engineer bridge, raft, and assault boat systems that were mission capable.
14	Percent	Of crossing area seeded with obstacles if conducting a retrograde crossing.
15	Number	Of bridges and crossing sites established.
16	Number	Of engineer bridge, raft, and assault boat systems that were mission capable.
17	Number	Of friendly casualties due to accidents and enemy action during the river crossing.
18	Number	Of obstacles emplaced in the crossing area, if conducting a retrograde crossing.
19	Rate	Per hour that personnel, tactical vehicles, and combat vehicles crossed the river.

ART 1.6.1.3.1 Conduct Gap Crossing in Support of Combat Maneuver

1-69. Conduct gap crossing in support of combat maneuver includes both hasty and deliberate gap crossings and the majority of river crossing operations. It includes both those operations conducted primarily at the level of brigade combat team and those conducted by the division or corps level organization. Those gap crossings conducted as a reduction method within a combined arms breaching operation are also included in this ART. However, since the primary focus of planning and preparation is on the breaching operation, they are typically discussed as a part of the breaching operation rather than as a separate gap-crossing operation in that context. (ATTP 3-90.4) (USAMSCOE)

No	Scale	Measure
01	Yes/No	Unit accomplished gap crossing by time specified in operation order.
02	Time	That the gap or obstacle delayed friendly force movement.
03	Time	To conduct area reconnaissance of the terrain surrounding the gap.
04	Time	To plan the gap crossing.
05	Time	For staff to disseminate data concerning the gap to subordinate units, to higher headquarters, and laterally after determination.
06	Time	To move engineer bridging equipment to the crossing site.
07	Time	To establish conditions necessary for success, such as suppressing enemy systems, overwatching the river, breaching minefields and other obstacles barring access to the riverbanks, and preparing access and egress routes.
08	Time	To emplace and construct crossing assets.
09	Time	To complete gap crossing.
10	Percent	Of crossing unit that has moved to the far side of the gap.
11	Percent	Of engineer bridge, raft, and assault boat systems that were mission capable.
12	Percent	Of crossing area seeded with obstacles if conducting a retrograde crossing.
13	Number	Of friendly casualties due to accidents and enemy action during the gap crossing.

ART 1.6.1.3.2 Conduct Line of Communications Gap Crossing Support

1-70. Conduct line of communications (LOC) gap crossing support is not tactically focused, although it may clearly affect tactical operations. This support may provide the means for combat maneuver forces to move, but it is not directly in support of combat maneuver. As the title implies this task focuses on ultimately using nonstandard bridging. Both assault and tactical bridging is designed to support the flow of traffic requirements (number of passes) of LOCs. (ATTP 3-90.4) (USAMSCOE)

Note: For construction and maintenance of roads and highways, see ART 1.6.2.1 (Construct Combat Roads and Trails).

No	*Scale*	*Measure*
01	Yes/No	Unit constructed or maintained adequate bridging for a given LOC route within the timeframe of the construction directive without degrading or delaying movement along the LOC.
02	Yes/No	Unit developed detailed plans for all necessary gap crossings.
03	Yes/No	Unit inspected project for quality control and ensured gap crossings were completed on time and to appropriate standards.
04	Time	To conduct reconnaissance to determine how the local environment will affect the bridging.
05	Time	To conduct underwater inspection to support the bridging for a wet gap crossing.
06	Time	To review available information in construction directive, intelligence reports, and site investigation to develop an operation plan or operation order.
07	Time	To plan the bridging requirements including construction estimate, construction directive, and quality control.
08	Time	To prepare a bridging estimate.
09	Time	To prepare a bridging construction directive and issue it to the construction units.
10	Time	To coordinate additional personnel, equipment, and critical items.
11	Time	To monitor construction and conduct quality assurance inspections.
12	Time	To perform final inspection of finished bridging and turn it over to the user.
13	Time	To construct and maintain bridging.
14	Time	That scheduled arrivals in area of operations (AO) were delayed on average due to interruptions in roads and highways by combat actions or natural disasters.
15	Percent	Difference between planned and actual requirements for bridging construction and maintenance requirements.
16	Percent	Of force that became casualties due to enemy action or accidents during bridging construction and repair.
17	Percent	Of increase in the carrying capability of a road or highway due to bridging construction and maintenance.
18	Percent	Of planned bridging construction and maintenance capability achieved in AO.
19	Percent	Of personnel in AO required to construct and maintain bridging.
20	Percent	Of bridging construction and repair capability provided by the host nation.
21	Percent	Of existing bridging in AO improved.
22	Percent	Of bridging in AO that can be used in their current condition by military load classification.
23	Percent	Of unit operations degraded, delayed, or modified in AO due to bridge or gap impassability.
24	Number	Of bridges in the AO damaged by enemy fire or natural disaster.
25	Number	Of bridges in the AO that required construction and maintenance in AO.
26	Number	Of bridges constructed and improved in AO.
27	Number	Of meters of bridging constructed and improved in AO in a specified time.
28	Number	Of instances of delays in scheduled arrivals due to interruption of bridging in AO by combat actions or natural disaster.
29	Number	Of instances in which troop movement or sustaining operations were prevented due to bridge or gap impassability.
30	Number	Of bridging maintenance inspections conducted per month in AO.

ART 1.6.2 ENHANCE MOVEMENT AND MANEUVER

1-71. Units enhance movement and maneuver to increase the freedom of action of the maneuver force by proactively applying all available means. This may include mobility operations; traffic control measures and

traffic regulation enforcement; inherent sustainment requirements; explosive ordnance disposal support; route improvement and clearing, marking, or signing; and chemical, biological, radiological, and nuclear support. Environmental considerations are applied as appropriate. (FM 3-81) (USAMSCOE)

ART 1.6.2.1 CONSTRUCT COMBAT ROADS AND TRAILS

1-72. Units prepare and maintain routes for equipment and personnel. ART 1.6.2.1 includes delineating routes, conducting reconnaissance, clearing ground cover, performing earthwork, providing drainage, stabilizing soil, and preparing the road surface for transit by Army combat and tactical vehicles. (ATTP 3-90.4) (USAMSCOE)

No.	*Scale*	*Measure*
01	Yes/No	Unit completed combat road and trail construction or maintenance operation by time specified in operation order.
02	Time	To respond to an event (natural disaster or combat activity) that impacted existing combat roads and trails.
03	Time	That the preparation and execution of unit operations were delayed due to a natural disaster or combat activity that impacted the unit's capability to use a combat road or trail.
04	Time	To conduct area reconnaissance of location where the construction and repair of combat roads and trails will take place.
05	Time	For staff to disseminate reconnaissance results to subordinate units, to higher headquarters, and laterally after discovery.
06	Time	To plan the construction and maintenance of combat roads and trails.
07	Time	To establish the conditions necessary for success of the construction and maintenance effort, such as establishing security, gaining permission from local authorities for construction, and obtaining supplies—gravel, sand, and soil stabilization systems.
08	Time	To move mobility enhancing systems to the work site.
09	Time	To construct, improve, and repair the required combat roads and trails.
10	Time	Of movement between given points reduced due to the construction and maintenance of combat roads and trails.
11	Percent	Of combat roads and trails construction and maintenance operations completed.
12	Percent	Of reduction in speed of vehicles traversing existing combat roads and trails due to existing environmental conditions, such as snow, ice, and grade.
13	Percent	Of mobility enhancing systems available to the tactical force commander that were committed to the task.
14	Percent	Of increase in movement time during the actual repair of combat roads and trails.
15	Percent	Of decreased movement time due to construction of combat roads and trails.
16	Number	Of mobility enhancing systems that were mission capable.
17	Number	Of friendly and neutral casualties during the combat roads and trails construction and maintenance operations.
18	Number	And type of vehicles unable to traverse existing terrain, combat roads, and trails.
19	Number	And type of vehicles able to traverse combat roads and trails after their construction and maintenance operations.
20	Number	Of necessary and unnecessary environmentally harmful incidents, such as petroleum spills in watersheds and soil spills into fish habitats.

ART 1.6.2.2 CONSTRUCT FORWARD AIRFIELDS AND LANDING ZONES

1-73. Units prepare and maintain landing zones and landing strips to support Army and joint aviation ground facility requirements. (ATTP 3-90.4) (USAMSCOE)

No.	Scale	Measure
01	Yes/No	Unit completed forward airfield and landing zone construction and maintenance effort by time specified in operation order.
02	Time	To respond to an event (natural disaster or combat activity) that negatively impacted the capability of existing forward airfields and landing zones.
03	Time	That the preparation and execution of unit operations were delayed due to a natural disaster or combat activity that negatively impacted a unit's use of existing forward airfields and landing zones.
04	Time	To conduct an area reconnaissance of the current location of forward airfields and landing zones that had been negatively impacted due to an event or of proposed locations for forward airfields and landing zones.
05	Time	For the staff to format and disseminate information obtained by the area reconnaissance to subordinate units, to higher headquarters, and laterally.
06	Time	To plan for the construction and repair of forward airfields and landing zones.
07	Time	To establish the conditions necessary for success of the construction and repair effort, such as establishing security, gaining permission from local authorities, and obtaining supplies—gravel, sand, airfield mats, and soil stabilization systems.
08	Time	To move mobility enhancing systems to the work site.
09	Time	To complete construction and repair of the forward airfield or landing zone.
10	Percent	Of reduction in forward airfield and landing zone capacity due to existing environmental conditions, such as snow, ice, and fog.
11	Percent	Of forward airfield and landing zone construction and repair completed.
12	Percent	Of mobility enhancing systems available to the tactical force commander that were committed to the task.
13	Percent	Of increase in capacity of unit forward airfields and landing zones due to completion of the construction and repair effort.
14	Percent	Of forward airfields and landing zones in the area of operations (AO) with approaches compatible with Army fixed-wing operational support aircraft.
15	Percent	Of forward airfields and landing zones in the AO with navigational aids that allowed for landings in bad weather.
16	Distance	Between existing and proposed forward airfields and landing zones.
17	Number	Of mobility enhancing systems that were mission capable.
18	Number	And types of aircraft unable to use existing forward airfields and landing zones.
19	Number	And types of aircraft able to use forward airfields and landing zones after the construction and maintenance of those zones.
20	Number	And types of aircraft able to use forward airfields and landing zones simultaneously—maximum on ground—after the construction and repair of those zones.
21	Number	Of friendly and neutral casualties during the construction and repair of forward airfields and landing zones due to accidents and enemy actions.
22	Number	Of necessary and unnecessary environmentally harmful incidents, such as petroleum spills in watersheds and soil spills into fish habitats.

ART 1.6.2.3 CONDUCT AIRFIELD MANAGEMENT

1-74. Airfield management enhances operational maneuver by synchronizing airfield construction and repair efforts, identifying and marking unexploded ordnance, coordinating for explosive ordnance disposal support, mitigating aviation risk and ensuring the airfield environment is safe to operate from, directing airfield support operations, processing notices to airmen, implementing airfield operational procedures, and enabling the creation and protection of airspace for aviation forces to operate within. Airfield management enhances the speed, safety, sustainability, and survivability of aircraft and aircrews, and ensures successful mission completion. Army airfield management forces must seamlessly integrate joint, multinational, and

host-nation policies and procedures to ensure the safe and expeditious operation of aircraft within an operational environment. AR 95-2 discusses airfield management in depth. (FM 3-04.300) (USAACE)

No.	*Scale*	*Measure*
01	Yes/No	Unit identified key airfields and airfield management forces that conducted planning using the movement and maneuver objectives of occupying forces.
02	Yes/No	Initial planning efforts revealed airfield support requirements to enhance the movement and maneuver of forces.
03	Yes/No	Commander identified and appointed senior airfield authority.
04	Yes/No	Commander authorized and certified in writing those personnel to approve and submit notices to airmen.
05	Yes/No	Unit conducted daily and annual airfield inspections and checks to ensure a safe airfield environment.
06	Time	To coordinate airfield security plan with available forces.
07	Time	To develop a plan for airfield occupation.
08	Time	To develop a plan for airfield parking.
09	Time	To assess runway and landing area use and safety requirements.
10	Time	To establish maximum on-ground requirements for cargo aircraft used in joint or multinational operations.
11	Time	To coordinate the repair of runway and landing areas for operational use.
12	Time	To coordinate airfield lighting and marking requirements for aircraft operations.
13	Time	To establish air traffic control services and develop airspace usage agreements.
14	Time	To establish a precision approach.
15	Time	To establish a nonprecision approach.
16	Time	To implement an emergency plan that included procedures for wildlife management, foreign object damage prevention, airfield safety, hazardous materials handling, and environmental control and management.
17	Number	Of follow-on forces required to expand airfield activities to meet full mission requirements (crash rescue, movement control, cargo handling, engineer construction and repair, security, contracting, weather support, refuel, and armament).
18	Number	Of aircraft diverted or cancelled because airfields or landing zones were not prepared or managed sufficiently.

ART 1.6.2.4 Conduct Movement Support to Gap Crossings, Breaching, and Passage of Lines

1-75. Movement support to gap crossings, breaching, and passage of lines includes the execution of traffic control measures and other required support to enable orderly movement of personnel, supplies, and equipment through a designated crossing site. (FM 3-39) (USAMPS)

Note: This task is related to ART 1.6.1 (Overcome Barriers, Obstacles, and Mines) and ART 1.2.8 (Conduct Passage of Lines).

No.	*Scale*	*Measure*
01	Yes/No	Unit established appropriate staging and traffic control measures.
02	Yes/No	Unit coordinated all movements with the area commander.
03	Yes/No	Unit synchronized movement support activities with the maneuver force.
04	Yes/No	Unit completed unit movement by time specified in operation order.
05	Yes/No	Unit used transportation resources and assets efficiently.
06	Time	To initiate movement.
07	Time	To complete movement.

No.	Scale	Measure
08	Percent	Of force completing the movement.
09	Rate	Of movement.

ART 1.6.2.5 DEVELOP TRAFFIC CONTROL PLAN

1-76. Units support movement control measures with a traffic control plan that addresses military police support in controlling the use of main and alternate supply routes (names, direction of travel, size, and weight restrictions), checkpoints, rest and refuel areas, traffic control points, highway regulation points, and mobile patrols. The traffic control plan identifies major routes to bear most of the traffic load. It also reflects any route restrictions such as direction of travel, size and weight restrictions, and critical points. Critical points are facilities, terminals, ports, railheads, and cargo transfer points that, if congested, will limit the efficiency and effectiveness of the entire transportation network. ART 1.6.2.5 includes efforts to address high-volume traffic conditions and mitigate or prevent excessive traffic on highways, high-volume primary routes, and urban streets including secondary routes and residential streets. The traffic control plan includes traffic enforcement measures that support movement control and highway traffic regulations and addresses speed control, and safety inspection checkpoints that assist in protecting the force and ensure that only authorized traffic uses controlled routes. (FM 3-39) (USAMPS)

Note: This task supports ART 4.1.2.1 (Provide Movement Control).

No.	Scale	Measure
01	Yes/No	Procedures to control traffic in the area of operations (AO) did not delay, degrade, cause the modification of, or cancel unit operations.
02	Yes/No	Unit coordinated traffic control plan with movement control elements and the appropriate sustainment cell.
03	Yes/No	Unit identified and reported obstructions or conditions that may impact movement.
04	Yes/No	Unit made recommendations for alternate routes, movement table adjustments, and security.
05	Yes/No	Mobility support operations enhanced the capabilities of units in the AO to accomplish missions.
06	Yes/No	Unit planned for military police patrol throughout movement corridors and along main and alternate supply routes.
07	Time	To refine the traffic control plan for AO after receipt of warning order.
08	Time	Of delay in operations due to critical chokepoint clearance.
09	Time	To identify location of personnel and equipment in transit.
10	Time	To produce and post route control signs.
11	Time	To identify control and protection measures (checkpoints, rest areas, refuel points, traffic control points, and highway regulation points to support the operation).
12	Percent	Of difference between traffic regulation and enforcement plan requirements and actual requirements in AO.
13	Percent	Of planned port clearance (air and sea) realized in AO.
14	Percent	Of scheduled transport movements completed on schedule.
15	Percent	Of accurate position reports.
16	Number	Of critical points identified.
17	Number	Of traffic control measures (such as defiles and holding areas) required to facilitate movement.

ART 1.6.2.6 CONDUCT ENFORCEMENT OF HIGHWAY (MAIN AND ALTERNATE SUPPLY ROUTES) REGULATIONS

1-77. Conduct enforcement of highway regulations involves actions taken by military police to support movement control and enable freedom of movement throughout the area of operations. Military police units conduct highway regulation enforcement consistent with the traffic control plan (see ART 1.6.2.5 [Develop Traffic Control Plan]). A traffic control plan is developed by military police to complement the movement control and highway regulation plan. The traffic control plan contains specific measures to ensure the smooth and efficient use of the road network to include route designations, restrictions, priority of movement, direction of travel, highway regulation points, and preplanned military police traffic control points. (FM 3-39) (USAMPS)

No.	*Scale*	*Measure*
01	Yes/No	Procedures to control movement in the area of operations did not delay, degrade, cause the modification of, or cancel unit operations.
02	Yes/No	Unit maintained coordination regarding traffic control enforcement with movement control.
03	Yes/No	Unit identified and reported obstructions or conditions that may impact movement.
04	Yes/No	Unit made recommendations for alternate routes, movement table adjustments, and security.
05	Yes/No	Mobility support operations enhanced the capabilities of units in the area of operations to accomplish missions.
06	Yes/No	Military police patrolled throughout movement corridors and along main and alternate supply routes.
07	Time	To refine traffic regulation and enforcement plan for area of operations upon identification of obstruction, delay, or other environmental effects on movement.
08	Time	Of delay in operations due to critical chokepoint clearance.
09	Time	To identify location of personnel and equipment in transit.
10	Time	To produce and post route control signs.
11	Time	To clear incident sites obstructing main supply routes.
12	Percent	Of difference between movement and enforcement plan requirements and actual requirements in the area of operations.
13	Percent	Of scheduled transport movements completed on schedule.
14	Percent	Of accurate incident reports completed.
15	Percent	Of incident responses conducted.
16	Number	Of traffic control measures (such as defiles and holding areas) required to facilitate movement.

ART 1.6.3 NEGOTIATE A TACTICAL AREA OF OPERATIONS

1-78. Units overcome the challenges presented by the trafficability or configuration of the ground, air, or sea environment through the inherent characteristics of personnel or their equipment. This task involves overcoming aspects of the physical environment—such as high winds and rain—and the presence of chemical, biological, radiological, and nuclear agents. It includes crossing or bypassing contaminated areas. (FM 3-11) (USACBRNS)

Note: ART 1.6.3 differs from ART 1.3.2 (Conduct Tactical Road March) and ART 1.3.3 (Conduct Tactical Convoy) by the environment in which it takes place. ARTs 1.3.2 and 1.3.3 involve only the act of moving units. ART 1.2.2.2 (Employ Traveling Overwatch Movement Technique) includes crossing and bypassing contaminated areas.

No.	Scale	Measure
01	Yes/No	Unit was in the correct position at the correct time.
02	Yes/No	Unit maintained directed rate of movement.
03	Time	Of force delays due to poor trafficability or environmental conditions.
04	Time	Of force delays to assume appropriate mission-oriented protective posture.
05	Percent	Of decrease in rate of movement due to actual terrain trafficability differing from that in the plan.
06	Percent	Of force no longer fully mission capable due to terrain accidents.
07	Percent	Of force delayed due to terrain conditions.

ART 1.6.4 PROVIDE DIVER SUPPORT

1-79. Units provide diving equipment and personnel to conduct underwater operations. Engineer dive teams provide underwater reconnaissance, salvage, recovery, construction, demolition, repair, inspections, and hydrographic survey operations. (TM 3-34.83) (USAES)

No.	Scale	Measure
01	Yes/No	Engineer diving support increased available berthing positions to on load and off load cargo from ships.
02	Yes/No	Engineer diving team conducted hydrographic surveys and established navigational waterways.
03	Yes/No	Engineer diving teams eliminated underwater obstacles in support of bridging operations and ships traffic.
04	Yes/No	Engineer diving teams inspected underwater structures to aid in military load class analysis.
05	Yes/No	Engineer diving teams supported mobility and countermobility along inland waterways, ports, and harbors.
06	Yes/No	Engineer diving teams located and recovered submerged personnel, equipment, weapon systems, or all of these.
07	Yes/No	Engineer dive teams conducted damage survey and repair operations.
08	Yes/No	Unit conducted joint logistics over-the-shore operations by time specified by higher headquarters.
09	Time	To repair underwater portions of waterfront facilities.
10	Time	To conduct hydrographic survey of 1,000 square meters.
11	Time	To remove obstacles to navigation and bridging operations.
12	Time	To plan and inspect underwater structures.
13	Time	To clear debris and wreckage from underwater structures.
14	Time	To repair underwater structures.
15	Time	To install physical security systems.
16	Percent	Of underwater pipelines inspected, maintained, or repaired.
17	Percent	Of channels and waterways surveyed in an area of operations.
18	Percent	Of identified obstacles emplaced or reduced.
19	Percent	Of port facilities open, construction completed, and rehabilitation completed.
20	Percent	Of vessel underwater hulls inspected during security swim operations.
21	Percent	Of vessels with current in-water hull inspections completed.
22	Percent	Of mooring systems inspected and repaired in a specified area.
23	Percent	Of offshore petroleum distribution pipeline and components inspected and maintained in a specified area.
24	Percent	Of construction completed on underwater structures.
25	Number	Of fording sites identified and reported to higher headquarters.

No.	Scale	Measure
26	Number	Of rafting sites identified and reported to higher headquarters.
27	Number	Of wet gap-crossing operations conducted by a specified time.
28	Number	Of bridge inspection and repairs conducted by a specified time.
29	Number	Of hydrographic survey products rendered in a specified time.
30	Number	Of salvage operations completed in a specified time.
31	Number	Of search and recovery missions completed in a specified time.
32	Number	Of security inspection missions of bridges, ports, locks, and dams missions completed during rotation.
33	Number	Of ships husbandry missions completed in a specified time.
34	Number	Of in-water maintenance missions conducted in a port facility.

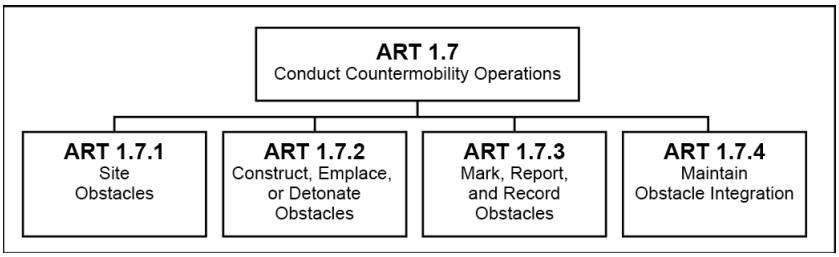
ART 1.6.5 CONDUCT ADMINISTRATIVE MOVEMENTS

1-80. Units execute a movement in which troops and vehicles are arranged to expedite their movement and conserve time and energy when no enemy interference, except by air, is anticipated. Environmental considerations are applied as appropriate. (FM 3-90-2) (USACAC)

No.	Scale	Measure
01	Yes/No	Units completed unit movement by time specified in operation order.
02	Yes/No	Units used transportation resources and assets efficiently.
03	Time	To initiate movement.
04	Time	To complete movement.
05	Percent	Of force completing the movement.
06	kph	Rate of movement.

kph kilometers per hour

SECTION VII – ART 1.7: CONDUCT COUNTERMOBILITY OPERATIONS



1-81. Countermobility operations involve constructing reinforcing obstacles integrated with fires to inhibit the maneuver of an enemy force, increase time for target acquisition, and increase weapon effectiveness. Commanders integrate obstacle planning into the military decisionmaking process (see ADP 5-0); integrate obstacles into the concept of operations (primarily through proper siting); and maintain integration through obstacle turnover, protection, and tracking. The force constructs, emplaces, or detonates tactical and protective obstacles to reinforce existing obstacles. Tactical obstacles are designed and integrated with fires to achieve a tactical effect—disrupt, fix, turn, or block. The three types of tactical obstacles are directed obstacles, situational obstacles, and reserve obstacles. They are distinguished by the differences in execution criteria. Protective obstacles are a key component of survivability operations. (See ART 6.6 [Conduct Survivability Operations].) The force may employ any type of individual obstacle as a tactical obstacle. (ATP 3-90.8) (USAMSCOE)

Note: The term "countermobility systems" used in this section is generic in nature and includes both manual and mechanical means, such as sapper units, cratering demolition kits, and mine dispensing systems.

No.	*Scale*	*Measure*
01	Yes/No	Friendly obstacle effect accomplished commander's guidance (block, disrupt, fix, or turn).
02	Yes/No	Unit emplaced obstacles per restrictions established by higher headquarters, to include obstacle control measure graphics and rules of engagement.
03	Yes/No	Unit integrated fires (direct and indirect, lethal and nonlethal effects) in the obstacle plan and were effective when required.
04	Time	That enemy forces were delayed in the conduct of their movement and maneuver due to friendly obstacles. (Delay time depended on type of effect.)
05	Time	Required by the enemy to repair and replace facilities (such as bridges, railroad switching yards, dockyard cranes, and airfield runways) damaged and destroyed by friendly countermobility efforts.
06	Time	To conduct area reconnaissance of proposed locations of obstacle complexes.
07	Time	For staff to format and disseminate information obtained by the area reconnaissance to subordinate units, to higher headquarters, and laterally.
08	Time	To conduct terrain analysis to assist in selecting obstacle locations.
09	Time	To plan construction of the obstacle effort.
10	Time	To establish conditions necessary for construction of obstacles, such as establishing security and moving Class IV and Class V materials to obstacle locations.
11	Time	To move countermobility systems to work site.
12	Time	To emplace obstacles.
13	Time	To employ appropriate lethal and nonlethal fires when enemy was engaged in friendly obstacles.
14	Percent	Of countermobility effort completed.
15	Percent	Of total available countermobility effort in a given time not used because of poor management.
16	Percent	Of enemy forces unable to reach their objective due to obstacles.
17	Percent	Of mobility corridors and avenues of approach closed to enemy maneuver by friendly obstacles.
18	Percent	Of enemy casualties inflicted by friendly obstacles.
19	Percent	Of available countermobility assets that were mission capable.
20	Percent	Of enemy sustainment capability interdicted by friendly obstacle efforts.
21	Percent	Of enemy engineering capability devoted toward enhancing enemy mobility and maneuver.
22	Percent	Of friendly capability devoted to conducting countermobility operations.
23	Percent	Of friendly fires systems used to emplace field artillery- and air-delivered obstacles.
24	Number	Of enemy main supply routes and lines of communications interdicted by friendly obstacles.
25	Number	Of friendly and civilian casualties during the conduct of countermobility operations.
26	Number	Of available countermobility assets that were mission capable.
27	Number	Of potential enemy courses of action no longer feasible due to friendly countermobility efforts.

ART 1.7.1 SITE OBSTACLES

1-82. Units determine the location of individual obstacles based on the enemy force (target), desired location of massed fires, tentative weapon system positions, and the intended effect (disrupt, fix, turn, or block). ART 1.7.1 includes verifying that the obstacle is covered by fires, noting locations of fire control measures and obstacles, and recording the appropriate data on range cards. (ATP 3-90.8) (USAMSCOE)

No.	*Scale*	*Measure*
01	Yes/No	Obstacle location accomplished intended effect when integrated with available fires.
02	Yes/No	Unit emplaced planned obstacles per restrictions established by higher headquarters, to include obstacle control measure graphics, applied environmental considerations, and rules of engagement.
03	Yes/No	Planned obstacles had a reasonable probability of being emplaced, given protected availability of countermobility systems, supplies, manpower, and time.
04	Yes/No	Unit coordinated with supported unit to ensure obstacle coverage by fires.
05	Time	To conduct terrain analysis to support selecting locations for obstacles.
06	Time	To conduct area reconnaissance of proposed obstacle locations applying environmental considerations.
07	Time	For the staff to format and disseminate information obtained by the area reconnaissance to subordinate units, to higher headquarters, and laterally.
08	Time	To plan the countermobility effort.
09	Percent	Of mobility corridors and avenues of approach that will be closed to enemy maneuver by friendly obstacles once they are emplaced.
10	Number	Of enemy main supply routes and lines of communications that will be interdicted by friendly obstacles.
11	Number	Of potential enemy courses of action that were no longer feasible due to friendly countermobility efforts.

ART 1.7.2 CONSTRUCT, EMPLACE, OR DETONATE OBSTACLES

1-83. Units reinforce the terrain and combine obstacles with fires to disrupt, fix, turn, or block an enemy force. ART 1.7.2 includes emplacing special purpose munitions; constructing wire obstacles, antitank ditches, tetrahedrons, and log obstacles; and detonating explosives to create road craters, destroy bridges, and construct abatises. (ATP 3-90.8) (USAMSCOE)

No.	*Scale*	*Measure*
01	Yes/No	Friendly obstacle effect accomplished the commander's intent (block, disrupt, fix, and turn).
02	Yes/No	Unit emplaced obstacles per restrictions established by higher headquarters, to include obstacle control measure graphics, environmental considerations, and rules of engagement.
03	Time	Required to conduct area reconnaissance of proposed obstacle locations, applying environmental considerations.
04	Time	For the staff to format and disseminate information from the area reconnaissance to subordinate units, to higher headquarters, and laterally.
05	Time	To plan the design of individual obstacles and obstacle complexes.
06	Time	To establish the conditions necessary for obstacle construction, such as establishing security and moving Class IV and Class V materials to obstacle locations.
07	Time	That the obstacle construction effort was delayed due to insufficient engineer support.
08	Time	To move countermobility systems to the work site.
09	Time	To construct, emplace, or detonate (underwater) obstacles.
10	Percent	Of obstacle effort completed.

No.	Scale	Measure
11	Percent	Of total available countermobility effort in a given time not used because of poor management.
12	Percent	Of available countermobility assets that were mission capable.
13	Percent	Of friendly fires systems used to emplace field artillery- and air-delivered obstacles.
14	Number	Of available countermobility assets that were mission capable.
15	Number	Of friendly and civilian casualties during the construction, emplacement, or detonation of obstacles.

ART 1.7.3 MARK, REPORT, AND RECORD OBSTACLES

1-84. Units mark all obstacles to aid in fratricide prevention. ART 1.7.3 includes report the intention to emplace obstacles (if required), initiation of construction and emplacement, and completion and execution of obstacles. As a minimum, units record the obstacle location, type, and (if applicable) number and types of mines, placement of mines, use of antihandling devices, location of lanes and gaps, and description of marking. (ATP 3-90.8) (USAMSCOE)

No.	Scale	Measure
01	Yes/No	Unit marked, reported, and recorded all obstacles per standard operating procedures.
02	Time	To identify and determine the limits of minefields and other obstacles.
03	Time	To mark obstacle limits per doctrine and international agreements.
04	Time	To transmit obstacle information to appropriate agencies in area of operations.
05	Percent	Of obstacle location and composition information correctly recorded in the unit database.
06	Percent	Of obstacle location and composition information correctly transmitted to appropriate agencies in area of operations.
07	Number	Of friendly and neutral casualties due to improperly marked obstacles.

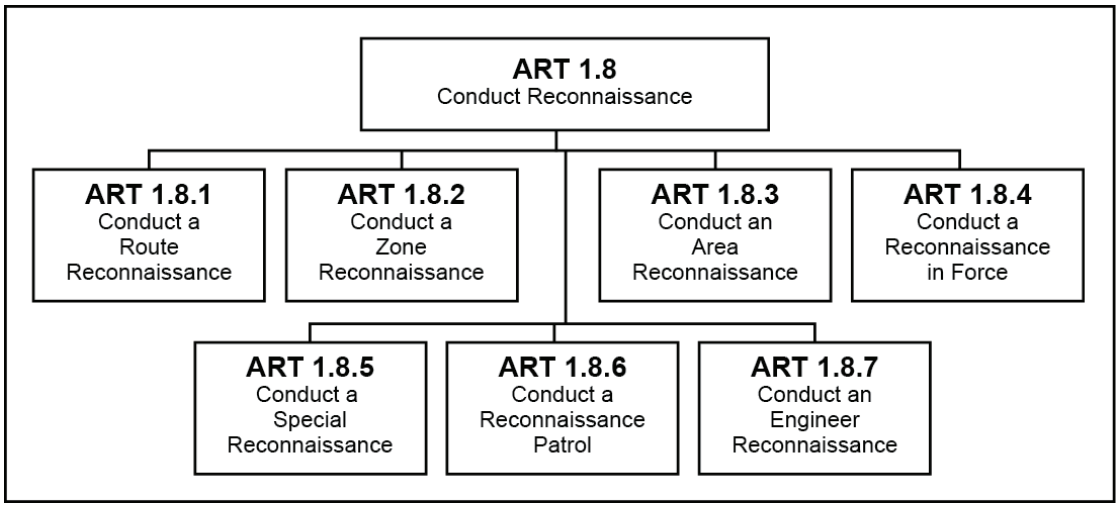
ART 1.7.4 MAINTAIN OBSTACLE INTEGRATION

1-85. Units ensure emplaced obstacles remain integrated into the concept of operations. ART 1.7.4 includes turnover and transfer, protection, repair, and tracking of obstacles. Obstacle protection focuses on two tasks: counterreconnaissance to prevent the enemy from gathering obstacle intelligence and enemy mobility asset destruction to ensure maximum effectiveness of obstacles. Obstacle tracking includes supervising achievement of key milestones as part of the unit's timeline (Class IV and V forward, initiate engagement area development, siting complete), collation, dissemination of obstacle information, and maintenance of records. (ATP 3-90.8) (USAMSCOE)

No.	Scale	Measure
01	Yes/No	Obstacle turnover and transfer occurred per doctrinal guidance and international standardization agreements.
02	Yes/No	Friendly unit was able to prevent enemy reconnaissance elements from gaining information on the obstacle.
03	Yes/No	Obstacle tracking occurred within an acceptable level of accuracy, as determined by the unit commander.
04	Time	To plan and coordinate obstacle turnover and transfer.
05	Time	To restore a partially reduced obstacle.
06	Time	To conduct obstacle tracking.
07	Percent	Of enemy reconnaissance assets destroyed while maintaining obstacle integration.
08	Percent	Of enemy mobility assets destroyed before they could reduce friendly obstacles.
09	Number	Of enemy reconnaissance assets destroyed while maintaining obstacle integration.

No.	Scale	Measure
10	Number	Of enemy mobility assets destroyed before they could reduce friendly obstacles.
11	Number	Of friendly and civilian casualties during the maintenance of obstacle integration.

SECTION VIII – ART 1.8: CONDUCT RECONNAISSANCE



1-86. *Reconnaissance* is a mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or adversary, or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area (JP 2-0). Commanders orient their reconnaissance assets by identifying a reconnaissance objective within the area of operations. The *reconnaissance objective* is a terrain feature, geographic area, enemy force, adversary, or other mission or operational variable, such as specific civil considerations, about which the commander wants to obtain additional information. (ADRP 3-90) (USACAC)

No.	Scale	Measure
01	Yes/No	The specific information requirement that prompted the conduct of reconnaissance was answered.
02	Yes/No	Reconnaissance system or force oriented on the information collection objectives.
03	Yes/No	Intelligence operations assets were available for information collection tasking.
04	Yes/No	Reconnaissance system or force reported all information in a timely and accurate manner.
05	Yes/No	Reconnaissance mission completed no later than time specified in the order.
06	Yes/No	Identified support requirements for each reconnaissance asset were sufficient.
07	Yes/No	Intelligence operations assets deployed to maximize their capabilities.
08	Yes/No	Unit maintained continuous reconnaissance by employing appropriate asset mix and cueing.
09	Yes/No	Reconnaissance asset was dynamically retasked.
10	Yes/No	Technical authority and channels provided information or data that redirected reconnaissance assets on the information collection objective.
11	Yes/No	Units practiced tactical patience when using information collection assets.
12	Yes/No	Units conducting reconnaissance missions observed, gained, or collected information from contact with the local population (including biometric enrollments, forensics material, and documents or media), by debriefing Soldiers, or from unit reports. Units placed information in appropriate systems.
13	Yes/No	Unit received new tasking as a result of dynamic retasking.

No.	Scale	Measure
14	Time	From receipt of tasking until reconnaissance assets were in place and operational.
15	Time	To report information to requesting unit or agency to satisfy priority intelligence requirements or information requirements.
16	Time	To redirect or reorient reconnaissance assets to meet new collection requirements.
17	Percent	Of information collection assets collecting against assigned named areas of interest and target areas of interest.
18	Percent	Of priority intelligence requirements tied to commander's decision points.
19	Percent	Of specific information requirements developed from priority intelligence requirements.
20	Percent	Of collection requirements fulfilled by reconnaissance assets.
21	Percent	Of accuracy of data provided.
22	Percent	Of reconnaissance mission-capable assets.
23	Percent	Of reconnaissance assets becoming casualties during the mission.

ART 1.8.1 CONDUCT A ROUTE RECONNAISSANCE

1-87. Units conduct a reconnaissance operation focused along a specific route—such as a road, railway, or waterway—to provide new or updated information on route conditions and activities. (ADRP 3-90) (USACAC)

No.	Scale	Measure
01	Yes/No	Route reconnaissance accomplished its task or mission, such as determining the trafficability of the route and finding, reporting, and clearing within force capabilities all enemy forces able to influence movement along the route.
02	Yes/No	Reconnaissance force oriented on the reconnaissance objective.
03	Yes/No	Reconnaissance force reported all information rapidly and accurately.
04	Yes/No	Reconnaissance force retained its freedom to maneuver.
05	Yes/No	Reconnaissance force gained and maintained enemy contact.
06	Yes/No	Reconnaissance force rapidly developed the situation.
07	Yes/No	Force reported route reconnaissance critical tasks not performed to higher headquarters.
08	Yes/No	Force accomplished route reconnaissance mission by time specified in the order.
09	Yes/No	Force collected information during the route reconnaissance and made it available to the commander.
10	Yes/No	Units conducting reconnaissance missions observed, gained, or collected information from contact with the local population (including biometric enrollments, forensics material, and documents or media), by debriefing Soldiers, or from unit reports.
11	Yes/No	Units placed information in appropriate systems.
12	Yes/No	Unit identified friendly, neutral, and threat networks within the area.
13	Time	From receiving task until unit reconnaissance assets were in place.
14	Time	To provide collected route data to tasking agency analysts.
15	Time	To redirect reconnaissance assets to meet new requirements.
16	Time	From receiving task until completing route reconnaissance.
17	Percent	Of route reconnaissance critical tasks fulfilled by reconnaissance assets.
18	Percent	Of tactical-level requirements satisfied by higher or adjacent units' existing intelligence collection assets on a noninterference basis.
19	Percent	Of accuracy of data provided.
20	Percent	Of operational assets committed to the route reconnaissance mission.
21	Percent	Of reconnaissance assets becoming casualties during the mission.

ART 1.8.2 Conduct a Zone Reconnaissance

1-88. Units conduct a directed effort to obtain detailed information about all routes, obstacles (including chemical, biological, radiological, and nuclear contamination), terrain, and enemy forces in an area defined by boundaries. The commander normally assigns a zone reconnaissance when the enemy situation is vague or when information concerning cross-country trafficability is desired. (ADRP 3-90) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Zone reconnaissance accomplished its task or mission, such as finding, reporting, and clearing all enemy forces in the designated area of operations (AO).
02	Yes/No	Intelligence operations assets were available for information collection tasking.
03	Yes/No	Reconnaissance force was oriented on the reconnaissance objective.
04	Yes/No	Reconnaissance force reported all information rapidly and accurately.
05	Yes/No	Reconnaissance force retained its freedom to maneuver.
06	Yes/No	Reconnaissance force gained and maintained enemy contact.
07	Yes/No	Reconnaissance force rapidly developed the situation.
08	Yes/No	Unit reported zone reconnaissance tasks it performed to higher headquarters.
09	Yes/No	Unit cleared the AO that defines the zone of all enemy forces within the capability of the unit performing the zone reconnaissance.
10	Yes/No	Unit accomplished zone reconnaissance mission by time specified in the operation order.
11	Yes/No	Unit deployed available intelligence operations assets to maximize their capabilities.
12	Yes/No	Unit practiced tactical patience when using information collection assets.
13	Yes/No	Units conducting reconnaissance missions observed, gained, or collected information from contact with the local population (including biometric enrollments, forensics material, and documents or media), by debriefing Soldiers, or from unit reports.
14	Yes/No	Units placed information in appropriate systems.
15	Time	From receiving task until unit reconnaissance assets were in place.
16	Time	To provide collected data to tasking agency analysts.
17	Time	To redirect reconnaissance assets to meet new requirements.
18	Time	From receiving task until completing zone reconnaissance.
19	Percent	Of assigned zone reconnaissance tasks fulfilled by reconnaissance assets.
20	Percent	Of tactical-level requirements satisfied by higher or adjacent units' existing information collection assets on a noninterference basis.
21	Percent	Of accuracy of data provided.
22	Percent	Of zone reconnaissance mission-capable assets.
23	Percent	Of reconnaissance assets becoming casualties during the mission.

ART 1.8.3 Conduct an Area Reconnaissance

1-89. Units conduct a directed effort to obtain detailed information concerning the terrain or enemy activity within a prescribed area not defined by boundaries, such as a town, ridgeline, woods, or other feature critical to operations including underwater reconnaissance, search, or recovery. (ADRP 3-90) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Area reconnaissance accomplished its task or mission, such as finding, reporting, and clearing all enemy forces in the designated area of operations (AO) within the capability of the unit conducting reconnaissance.
02	Yes/No	Reconnaissance force oriented on the reconnaissance objective.
03	Yes/No	Reconnaissance force reported all information rapidly and accurately.
04	Yes/No	Reconnaissance force retained its freedom to maneuver.
05	Yes/No	Reconnaissance force gained and maintained enemy contact.

No.	Scale	Measure
06	Yes/No	Reconnaissance force rapidly developed the situation.
07	Yes/No	Unit reported to higher headquarters area reconnaissance tasks not performed.
08	Yes/No	Unit cleared AO that defined the area of all enemy forces within the capability of the unit performing the area reconnaissance.
09	Yes/No	Unit accomplished area reconnaissance mission by time specified in the order.
10	Yes/No	Units conducting reconnaissance missions observed, gained, or collected information from contact with the local population (including biometric enrollments, forensics material, and documents or media), by debriefing Soldiers, or from unit reports.
11	Yes/No	Units placed information in appropriate systems.
12	Time	From receiving task until unit reconnaissance assets were in place.
13	Time	To provide collected data to tasking agency analysts.
14	Time	To redirect reconnaissance assets to meet new requirements.
15	Time	From receiving task until completing area reconnaissance.
16	Percent	Of assigned area reconnaissance tasks fulfilled by reconnaissance assets.
17	Percent	Of tactical-level requirements satisfied by higher or adjacent units' existing information collection assets on a noninterference basis.
18	Percent	Of accuracy of data provided.
19	Percent	Of area reconnaissance mission-capable assets.
20	Percent	Of reconnaissance assets becoming casualties during the mission.

ART 1.8.4 CONDUCT A RECONNAISSANCE IN FORCE

1-90. A *reconnaissance in force* is a deliberate combat operation designed to discover or test the enemy's strength, dispositions, and reactions or to obtain other information. (ADRP 3-90) (USACAC)

No.	Scale	Measure
01	Yes/No	Reconnaissance in force accomplished its task or mission, such as penetrating the enemy's security area, determining its size and depth, and determining the location and disposition of enemy main positions.
02	Yes/No	Unit conducting the reconnaissance in force remained oriented on the reconnaissance objective.
03	Yes/No	Unit conducting the reconnaissance in force reported all information rapidly and accurately to its higher headquarters.
04	Yes/No	Unit conducting the reconnaissance in force retained its freedom to maneuver.
05	Yes/No	Unit conducting the reconnaissance in force gained and maintained enemy contact.
06	Yes/No	Unit conducting the reconnaissance in force rapidly developed the situation.
07	Yes/No	Unit conducting the reconnaissance in force reported to higher headquarters reconnaissance in force tasks not performed.
08	Yes/No	Unit completed the reconnaissance in force by time specified in the order.
09	Yes/No	Unit collected desired information during the reconnaissance in force and made it available to the commander.
10	Yes/No	Units conducting reconnaissance missions observed, gained, or collected information from contact with the local population (including biometric enrollments, forensics material, and documents or media), by debriefing Soldiers, or from unit reports.
11	Yes/No	Units placed information in appropriate systems.
12	Time	From receiving task until unit reconnaissance assets were in place.
13	Time	To provide collected data to tasking agency analysts.
14	Time	To redirect reconnaissance assets to meet new requirements.
15	Time	From receiving task until completing reconnaissance in force.

No.	Scale	Measure
16	Percent	Of doctrinal reconnaissance in force tasks fulfilled by reconnaissance assets.
17	Percent	Of tactical-level requirements satisfied by higher or adjacent units' existing information collection assets on a noninterference basis.
18	Percent	Of accuracy of data provided.
19	Percent	Of unit assets that were mission capable at different points during the reconnaissance in force mission—beginning, end, and critical times.
20	Percent	Of unit Soldiers becoming casualties during the mission.

ART 1.8.5 Conduct a Special Reconnaissance

1-91. *Special reconnaissance* includes reconnaissance and surveillance actions conducted as a special operation in hostile, denied, or diplomatically and/or politically sensitive environments to collect or verify information of strategic or operational significance, employing military capabilities not normally found in conventional forces. (JP 3-05) (JS)

No.	Scale	Measure
01	Yes/No	The specific information requirement that prompted the reconnaissance was answered.
02	Yes/No	Reconnaissance system or force oriented on the information collection objectives.
03	Yes/No	Intelligence operations assets were available for information collection tasking.
04	Yes/No	Reconnaissance system or force reported all information in a timely and accurate manner.
05	Yes/No	Unit completed reconnaissance mission no later than time specified in the order.

ART 1.8.6 Conduct a Reconnaissance Patrol

1-92. Units use a detachment of ground, sea, or air forces to gather information about the enemy, terrain, or civil environment. (ADRP 3-90) (USACAC)

No.	Scale	Measure
01	Yes/No	Patrol collected the information required.
02	Yes/No	Unit prepared patrol plan within time allowed.
03	Yes/No	Unit conducted rehearsals to standard within the time allowed.
04	Yes/No	Patrol used tactically appropriate reconnaissance tactic—fan, converging route, or successive bounds.
05	Yes/No	Enemy detected reconnaissance patrol.
06	Yes/No	Units conducting reconnaissance missions observed, gained, or collected information from contact with the local population (including biometric enrollments, forensics material, and documents or media), by debriefing Soldiers, or from unit reports.
07	Yes/No	Units placed information in appropriate systems.
08	Time	To conduct the reconnaissance patrol by time allocated by higher headquarters.
09	Percent	Of assigned area covered during the patrol.
10	Percent	Of tactical-level requirements satisfied by higher or adjacent units' existing information collection assets on a noninterference basis.
11	Percent	Of accuracy of data provided.
12	Percent	Of friendly casualties received during the combat patrol.
13	Percent	Of information requirements achieved.

ART 1.8.7 Conduct an Engineer Reconnaissance

1-93. Engineer reconnaissance is a focused application of special or unique capabilities supporting reconnaissance operations and is applicable over and pertinent to all four forms of reconnaissance. Engineer

reconnaissance generated from and organized by the engineer functions provides a range of technical reconnaissance capabilities. Each of the functions provides varying degrees of technical expertise and effort within the assigned mission and tasks. The tasks and levels of expertise provide overlap from function to function. This task includes performing chemical, biological, radiological, and nuclear reconnaissance as well as engineer reconnaissance (to include infrastructure reconnaissance and environmental reconnaissance). (FM 3-34.170) (USAES)

No.	*Scale*	*Measure*
01	Yes/No	Unit conducted obstacle reconnaissance focused on bypass or breach of obstacles.
02	Yes/No	Unit conducted route reconnaissance focused on route clearance operations.
03	Yes/No	Unit conducted area reconnaissance focused on explosive hazards, such as mines and unexploded explosive ordnance, requiring area clearance operations.
04	Yes/No	Unit conducted crossing site reconnaissance focused on determining requirements for a gap crossing.
05	Yes/No	Unit conducted route reconnaissance focused on establishing a combat road or trail.
06	Yes/No	Unit conducted reconnaissance of planned or existing sites and facilities supporting forward aviation operations.
07	Yes/No	Unit conducted reconnaissance focused on establishing friendly obstacles integrated with fires.
08	Yes/No	Unit conducted obstacle reconnaissance in preparation for target turnover.
09	Yes/No	Unit conducted reconnaissance of tunnels and underground structures.
10	Yes/No	Unit conducted reconnaissance to establish an initial assessment of environmental factors.
11	Yes/No	Unit conducted reconnaissance to establish an initial assessment of infrastructure factors.
12	Yes/No	Unit conducted reconnaissance in complex terrain.

SECTION IX – ART 1.9: EMPLOY OBSCURANTS

1-94. Units use obscurants to conceal friendly positions and screen maneuvering forces from enemy observation. An obscurant is a chemical agent that decreases the level of energy available for the functions of seekers, trackers, and vision enhancement devices. ART 1.9 includes obscuring and screening. Units apply environmental considerations as appropriate. (ATP 3-11.50) (USACBRNS)

No.	*Scale*	*Measure*
01	Yes/No	Use of obscurants improved unit survivability and maneuverability.
02	Yes/No	Use of obscurants compromised unit course of action.
03	Time	To assess unit concealment requirements beyond that provided by camouflage systems.
04	Time	To employ obscurants to screen personnel, major combat equipment, bridge sites, and obstacles in an area of operations (AO).
05	Percent	Of unit commanders and planners able to effectively plan the use of obscurants to protect friendly personnel, equipment, and positions from enemy direct fire, observation, and surveillance for deception operations.
06	Percent	Of units, installations, and facilities in the AO employing obscurants.
07	Percent	Of increased time to conduct operations in limited visibility conditions due to the use of obscurants.

SECTION X – ART 1.10: CONDUCT MANEUVER SUPPORT OPERATIONS

1-95. Maneuver support operations integrate the complementary and reinforcing capabilities of key protection, movement and maneuver, and sustainment functions, tasks, and systems to enhance freedom of action. The integrated and synchronized maneuver support related tasks shape the environment to protect

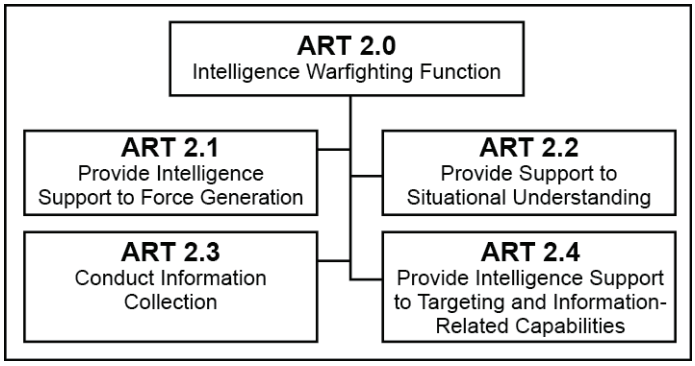
the force, enhance survivability, and support mobility and countermobility. Maneuver support operations also provide selected sustainment support and generally expand the freedom of action of the supported units while denying options and freedom of actions to the enemy. This allows combat power to be applied at the decisive point and time, facilitates simultaneous actions at the operational level, and facilitates rapid transitions at the tactical level. (FM 3-81) (USAMSCOE)

No.	*Scale*	*Measure*
01	Yes/No	Unit coordinated with supporting and supported headquarters to integrate maneuver support operations fully.
02	Yes/No	Unit planned and conducted preventive measures to enhance survivability of units within the echelon area of operations.
03	Yes/No	Unit applied preventive measures to mitigate hostile action to moving and maneuvering elements in the unit area of operations.
04	Yes/No	Unit integrated task-organized elements, capabilities, tasks, and systems to enhance freedom of action.
05	Yes/No	Unit planned and conducted operations to support movement corridors and the staging, onward movement, and integration of new elements.
06	Yes/No	Unit conducted specific sustainment tasks to enhance stability in the area of operations.

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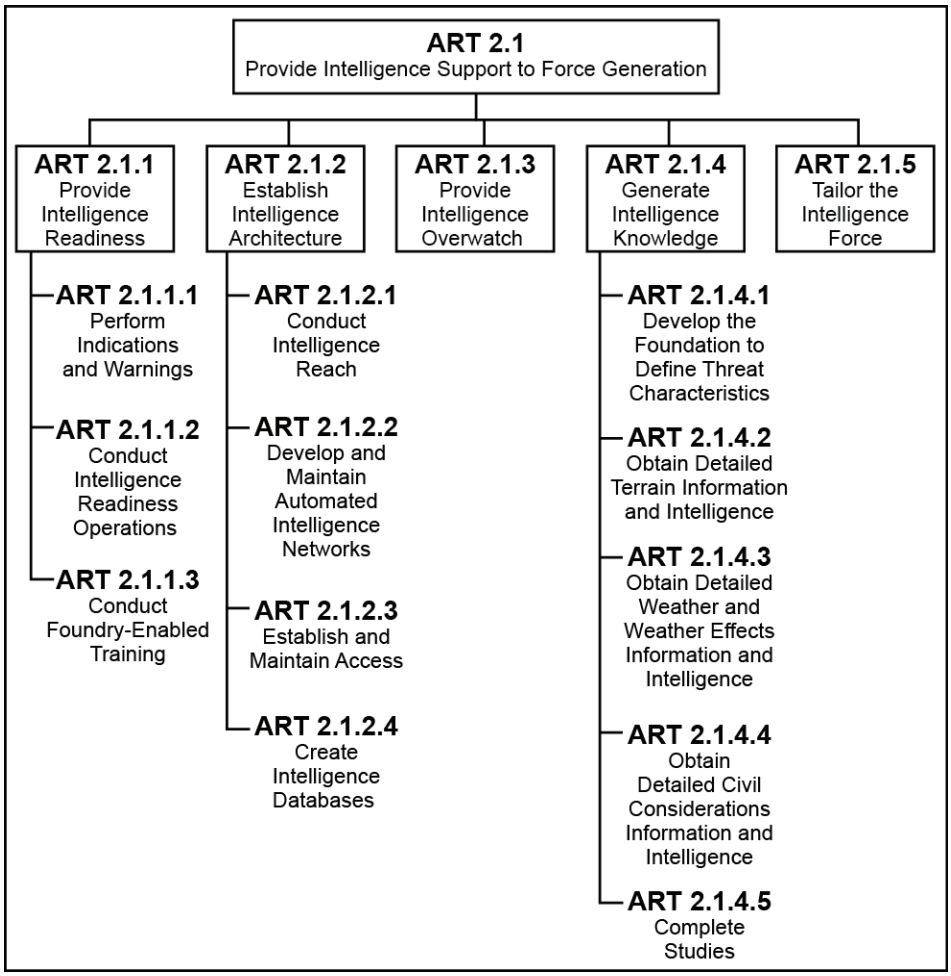
Chapter 2

ART 2.0: The Intelligence Warfighting Function



The *intelligence warfighting function* is the related tasks and systems that facilitate understanding the enemy, terrain, and civil considerations. This warfighting function includes understanding threats, adversaries, and weather. It synchronizes information collection with the primary tactical tasks of reconnaissance, surveillance, security, and intelligence operations. Intelligence is driven by commanders and is more than just collection. Developing intelligence is a continuous process that involves analyzing information from all sources and conducting operations to develop the situation. (ADRP 3-0) (USACAC)

SECTION I – ART 2.1: PROVIDE INTELLIGENCE SUPPORT TO FORCE GENERATION



2-1. Provide intelligence support to force generation is the task of providing intelligence readiness, establishing intelligence architecture, providing intelligence overwatch, generating intelligence knowledge, and tailoring the intelligence force. It includes establishing intelligence communication and knowledge management architectures. These architectures enable collaboration among strategic, operational, and tactical intelligence organizations in intelligence reach, collaborative analysis, data storage, processing and analysis, and intelligence support to force generation. (FM 2-0) (USAICOE)

ART 2.1.1 PROVIDE INTELLIGENCE READINESS

2-2. Intelligence readiness operations develop baseline knowledge of multiple potential threats and operational environments. These operations support ongoing operations, contingency planning, and operational preparation. These operations and related intelligence training activities enable the intelligence warfighting function to support the commander's intelligence requirements effectively. (FM 2-0) (USAICOE)

No.	*Scale*	*Measure*
01	Yes/No	Unit provided indications and warning reports.
02	Yes/No	Unit provided intelligence readiness.

No.	Scale	Measure
03	Yes/No	Unit provided Foundry-enabled training events.
04	Percent	Of intelligence relating to indications and warning prior to incident occurring.
05	Percent	Of relevant data, information, intelligence, and products received on an operational environment.
06	Percent	Of relevant training received for the conduct of operations.

ART 2.1.1.1 Perform Indications and Warnings

2-3. This task provides the commander with advance warning of threat actions or intentions. The intelligence officer develops indications and warnings to rapidly alert the commander of events or activities that would change the basic nature of the operation. It enables the commander to quickly reorient the force to unexpected contingencies and shape an operational environment. (FM 2-0) (USAICOE)

No.	Scale	Measure
01	Yes/No	Unit issued indications and warnings in sufficient time to prevent the enemy or threat from surprising the targeted friendly unit or installation.
02	Yes/No	Unit disseminated indications and warnings after development and compared them to other information and intelligence to ensure accuracy.
03	Yes/No	Intelligence officer monitored event template and matrix to determine if the enemy or threat performed a predicted course of action.
04	Yes/No	Unit identified enemy and potential threats in an operational environment.
05	Yes/No	Unit updated enemy and threat identification, tactics, techniques, and procedures.
06	Time	Between receipt of significant information and intelligence and updates of indications and warnings conditions.
07	Time	To conduct predictive analysis in support of course of action development.
08	Time	To predict significant changes in enemy or threat activities.
09	Time	Required to disseminate indications and warnings to appropriate echelons, agencies, and organizations.
10	Time	To submit intelligence portion of commander's situation report.
11	Percent	Of indications and warnings of threat actions reported that will impact friendly forces operations.
12	Percent	Of commander's threat conditions and attack warnings issued and disseminated.
13	Percent	Of threat indicators maintained and evaluated.

ART 2.1.1.2 Conduct Intelligence Readiness Operations

2-4. Intelligence readiness operations support contingency planning and preparation by developing baseline knowledge of multiple potential threats and operational environments. This information and training enables a collaborative effort and environment to provide the best possible initial threat understanding. (FM 2-0) (USAICOE)

No.	Scale	Measure
01	Yes/No	Unit provided information on the civil considerations using the factors of areas, structures, capabilities, organizations, people, and events affecting the force.
02	Yes/No	Unit accessed and developed intelligence products from use of biometrics, forensics, joint, and national databases to support contingency plans.
03	Yes/No	Unit established intelligence requirements to support attack of the network activities.
04	Percent	Of intelligence relating to the enemy force and other threats.
05	Percent	Of intelligence relating to potential terrorist acts against United States forces.
06	Percent	Of intelligence relating to potential insurgent, guerrilla, or criminal groups.

No.	Scale	Measure
07	Percent	Of intelligence relating to using chemical, biological, radiological, and nuclear explosives.
08	Percent	Of information and intelligence that facilitated a cultural understanding of an operational environment.
09	Percent	Of intelligence requirements to support the other warfighting functions or Army programs.

ART 2.1.1.3 CONDUCT FOUNDRY-ENABLED TRAINING

2-5. The Foundry Intelligence Training Program is the Army's premier intelligence training and readiness program supporting mission command. The program and its catalog of intelligence training electives and education are designed to sustain critical intelligence capabilities and perishable intelligence skills of tactical-level units. It enhances the technical and target readiness and regional depth of intelligence core competencies. Foundry training provides the tactical force with ways and means for all components—Active Army, Army National Guard, and the Army Reserve—to structure rigorous training plans. It ensures realistic training environments that enable advanced skills training, regional focus and immersion, technical training and certification. Foundry training provides a single hub for the Army's military intelligence (MI) force to sustain critical intelligence core competencies through home-station training platforms, mobile training teams, live-environment training opportunities, and collective training events. (FM 2-0) (USAICOE)

No.	Scale	Measure
01	Yes/No	Unit identified individual intelligence training requirements needed to certify MI Soldiers for deployment or operational missions.
02	Yes/No	Unit identified collective training requirements required to certify MI teams for deployment or operational missions.
03	Yes/No	Unit identified intelligence training and resources required, and available, to deploy or conduct operational missions.
04	Yes/No	Unit included intelligence training and resource requirements in the unit's annual and quarterly training strategy or guidance.
05	Yes/No	Unit actively participated in Foundry-enabled operational training opportunities and live-environment training.
06	Yes/No	Unit established unit and functional partnerships with Foundry platforms, MI brigade anchor points, and other capabilities in support of MI training and readiness efforts.
07	Yes/No	Unit conducted reach, overwatch, or intelligence readiness and operations in support of operational missions.

ART 2.1.2 ESTABLISH INTELLIGENCE ARCHITECTURE

2-6. Establishing an intelligence architecture includes complex and technical issues that include hardware, software, communications, communications security materials, network classification, technicians, database access, liaison officers, training, and funding. Well-defined and well-designed intelligence architecture can offset or mitigate structural, organizational, or personnel limitations. This architecture provides the best possible understanding of the threat, terrain and weather, and civil considerations understanding. (FM 2-0) (USAICOE)

No.	Scale	Measure
01	Yes/No	Unit identified national agencies with relevant information, databases, and systems to form a collaborative environment.
02	Yes/No	Unit identified Department of Defense organizations with relevant information, databases, and systems to form a collaborative environment.
03	Yes/No	Unit identified multinational organizations and elements with relevant data, information, databases, and systems to form a collaborative environment.

No.	Scale	Measure
04	Yes/No	Unit identified Army organizations with relevant information, databases, and systems to form a collaborative environment.
05	Yes/No	Unit achieved enemy and threat understanding through the intelligence architecture.
06	Yes/No	Unit integrated intelligence architecture into the supported unit mission command system.
07	Yes/No	Intelligence architecture enables near-real-time analyst access to sensor reporting.
08	Yes/No	Intelligence architecture communications plan provided redundant communications to enable sensor reporting.
09	Percent	Of analysis, training, and intelligence production achieved through collaborative intelligence architecture.
10	Percent	Of structural, organizational, or personnel limitations offset or mitigated.

ART 2.1.2.1 Conduct Intelligence Reach

2-7. Intelligence reach is a process by which intelligence organizations proactively and rapidly access information from, receive support from, and conduct direct collaboration and information sharing with other units and agencies, both within and outside the area of operations, unconstrained by geographic proximity, echelon, or command. Intelligence obtained through intelligence reach helps the staff plan and prepare for operations and answer commander's critical information requirements without the need for the information to pass through a formal hierarchy. (FM 2-0) (USAICOE)

No.	Scale	Measure
01	Yes/No	Unit established unit procedures or processes by which to conduct intelligence reach.
02	Yes/No	Soldiers trained, maintained, exercised, and sustained their intelligence reach procedures or processes.
03	Yes/No	Unit received information or intelligence through intelligence reach relevant to operations.
04	Yes/No	Unit used intelligence reach in information collection planning.
05	Yes/No	Unit used intelligence reach to obtain biometric identification analysis report, biometrically-enabled watchlist, and biometric match reports from the National Ground Intelligence Center.
06	Time	Required to update procedures and processes for intelligence reach sustainment.
07	Percent	Of trained personnel on intelligence reach procedures.
08	Percent	Of relevant information obtained.
09	Percent	Of information acquired through organic information collection taskings available through intelligence reach.
10	Percent	Of information collection tasks developed through information obtained by intelligence reach.
11	Percent	Of information collection tasks dynamically retasked due to information obtained by intelligence reach.

ART 2.1.2.2 Develop and Maintain Automated Intelligence Networks

2-8. This task entails providing information systems that connect unique assets, units, echelons, agencies, and multinational partners for intelligence, collaborative analysis and production, dissemination, and intelligence reach. It uses existing automated information systems, such as the distributed common ground system-Army (known as DCGS-A), and, when necessary, creates operationally specific networks. In either case, these networks allow access to unclassified and classified means and interoperability across the area of operations. This task includes identifying deficiencies in systems or networks, service procedures, system administration procedures, security procedures, an alternate power plan, a redundancy capability, system backups, and update procedures. (FM 2-0) (USAICOE)

No.	Scale	Measure
01	Yes/No	Unit established intelligence specific networks (classified and unclassified).
02	Yes/No	The appropriate unique assets, units, echelons, agencies, and multinational partners were included in the network.
03	Yes/No	Unit used the intelligence network for collaborative analysis and production, dissemination, and intelligence reach.
04	Yes/No	The intelligence network was adequate for collaborative analysis and production, dissemination, and intelligence reach.
05	Yes/No	The intelligence network was adequate for interoperability across the area of operations to include subordinate elements' collaborative analysis and production, dissemination, and intelligence reach.
06	Yes/No	Policies and procedures were in place for identifying deficiencies in the systems or networks.
07	Yes/No	Policies and procedures were in place for implementing service procedures and an alternate power plan.
08	Yes/No	Policies and procedures were in place for network security.
09	Yes/No	Policies and procedures were in place for system backup and update.
10	Yes/No	Units used policies and procedures for system administration.
11	Yes/No	Unit built in adequate redundancy into the network.
12	Yes/No	Unit conducted after action reviews and reviewed lessons learned documents to update unit standard operating procedures and tactics, techniques, and procedures for maintaining automated intelligence networks.
13	Yes/No	Intelligence personnel were trained and prepared to set up and establish intelligence networks.
14	Time	The network was down or unavailable due to service, system administration, or system update.
15	Time	Between the primary system failing and the redundancy capability initializing.
16	Percent	Of network used for collaborative analysis and production, dissemination, and intelligence reach.
17	Percent	Of time the redundancy capability was used in place of the primary system.

ART 2.1.2.3 ESTABLISH AND MAINTAIN ACCESS

2-9. This task entails establishing and providing access to classified and unclassified programs, databases, networks, systems, and other Web-based collaborative environments for Army and multinational organizations to facilitate intelligence reporting, production, dissemination, sustainment, and intelligence reach. This task also includes establishing access with joint forces and national agencies to facilitate a multilevel collaborative information environment. Its purpose is to facilitate intelligence reporting, production, dissemination, and sustainment; intelligence reach; and a multilevel collaborative information environment. (FM 2-0) (USAICOE)

No.	Scale	Measure
01	Yes/No	Unit established or provided access to classified and unclassified programs, databases, networks, systems, and other Web-based collaborative environments for Army and multinational organizations.
02	Yes/No	Unit provided access to classified and unclassified programs, databases, networks, systems, and other Web-based collaborative environments with joint and interagency organizations to facilitate a multilevel collaborative environment.
03	Yes/No	Unit established individual user accounts per applicable policies and regulations and any applicable prerequisite training.
04	Yes/No	Unit established local standard operating procedures (SOPs) for individual user accounts.

No.	Scale	Measure
05	Yes/No	Unit maintained individual user accounts per the SOPs, policies, regulations, and any applicable recertification or revalidation training.
06	Yes/No	Unit established system accounts per policies, regulations, and any prerequisite training.
07	Yes/No	Unit established local SOPs for system accreditation.
08	Yes/No	Unit established joint, interagency, and multinational accounts per policies, regulations, and any prerequisite training.
09	Yes/No	Unit established local SOPs for joint, interagency, and multinational accounts establishment and maintenance.
10	Yes/No	Unit maintained joint, interagency, and multinational accounts per policies, regulations, and any prerequisite training.
11	Yes/No	Unit designated a security officer to ensure local SOPs met appropriate standards for Army, joint, interagency, and multinational policies and regulations.
12	Yes/No	Unit designated a security officer to establish an oversight or inspection program to enforce Army, joint, interagency, and multinational policies and regulations.
13	Yes/No	Unit designated a security officer to serve as the liaison for higher headquarters, joint, and interagency oversight and inspection teams.

ART 2.1.2.4 CREATE INTELLIGENCE DATABASES

2-10. This task entails creating and maintaining unclassified and classified databases. Its purpose is to establish interoperable and collaborative environments for Army forces, joint forces, national agencies, and multinational organizations. This task facilitates intelligence analysis, reporting, production, dissemination, sustainment, and intelligence reach. It also includes the requirements for formatting and standardization, indexing and correlation, normalization, storage, security protocols, and associated applications. The following must be addressed in database development, management, and maintenance: data sources; information redundancy; import and export standards; data management and standards; update and backup procedures; and data mining, query, and search protocols. (FM 2-0) (USAICOE)

No.	Scale	Measure
01	Yes/No	Unit established and maintained classified and unclassified databases at the appropriate echelons and organizations.
02	Yes/No	Unit established prerequisite training for users on database use; data mining, searches, and queries; and update and backup procedures.
03	Yes/No	Unit established local standard operating procedures (SOPs) for database use; data mining, searches, and queries; and update and backup procedures.
04	Yes/No	Unit used the intelligence database for collaborative analysis and production, dissemination, and intelligence reach.
05	Yes/No	The intelligence database was adequate for collaborative analysis and production, dissemination, and intelligence reach.
06	Yes/No	The intelligence database was adequate for interoperability across the area of operations to include subordinate elements' collaborative analysis and production, dissemination, and intelligence reach.
07	Yes/No	Policies and procedures were in place for reporting issues with database security and database deficiencies or corruption.
08	Yes/No	Unit built adequate redundancy into the database.
09	Yes/No	Policies and procedures were provided for database administration.
10	Yes/No	Unit designated primary and alternate database managers to ensure local SOPs met appropriate standards for Army, joint, interagency, and multinational policies and regulations.
11	Yes/No	Unit established training program for the primary and alternate database managers.

No.	Scale	Measure
12	Yes/No	Policies and procedures were in place for implementing service procedures and a data redundancy plan.
13	Yes/No	Policies and procedures were in place for database security.
14	Yes/No	Policies and procedures were in place for a database backup and update.
15	Time	That database was down or unavailable due to service, administration, or update.
16	Time	Between the primary database failing and the redundancy capability initializing.
17	Time	That primary or alternate database manager spent on correcting or resolving deficiencies or corruptions with the primary or redundant database.
18	Percent	Of database used for collaborative analysis and production, dissemination, and intelligence reach.
19	Percent	Of time the redundancy capability was used in place of the primary database.

ART 2.1.3 PROVIDE INTELLIGENCE OVERWATCH

2-11. Intelligence overwatch is creating standing, fixed analytical intelligence capabilities that provide dedicated intelligence support to committed maneuver units. The overwatch cell is connected directly to supported units via a shared intelligence network that can extract information from multiple sources and provide succinct answers (vice megabytes of information) when time is critical. (FM 2-0) (USAICOE)

Note: This task branch supports ART 6.6 (Conduct Survivability Operations).

No.	Scale	Measure
01	Yes/No	Selected intelligence Soldiers provided a foundation of regional and subject matter expertise.
02	Yes/No	New intelligence technology was incorporated into the intelligence system.

ART 2.1.4 GENERATE INTELLIGENCE KNOWLEDGE

2-12. Generate intelligence knowledge is a continuous, user-defined task driven by the commander. It begins before mission receipt and provides the relevant knowledge required regarding an operational environment for the conduct of operations. As soon as the intelligence officer and other staff sections begin to collect data on an operational environment, they should organize the data into databases that meet the commander's visualization requirements. The execution of this task must follow all applicable policies and regulations on information collection and operations security. The information and intelligence obtained are refined into knowledge for use in mission analysis through functional analysis. Information is obtained through intelligence reach; research; data mining; database access; academic studies, products, or materials; intelligence archives; open-source intelligence; and other information sources. Generate intelligence knowledge is the foundation for performing intelligence preparation of the battlefield and mission analysis. The primary product of the generate intelligence knowledge task is the initial data files and intelligence survey. (FM 2-0) (USAICOE)

No.	Scale	Measure
01	Yes/No	Unit obtained detailed information on threat characteristics (composition, disposition, tactics, training, logistics, operational effectiveness, fires, communications, personality, intelligence reach, agencies, nongovernmental organizations, and other threats) in and affecting an operational environment.
02	Yes/No	Unit obtained detailed information on the types of environment—such as desert, urban, jungle, arctic, and mountain—and the military aspects of terrain.
03	Yes/No	Unit obtained detailed information on civil considerations within and affecting an operational environment, to include cultural and religious diversity.
04	Yes/No	Unit used the analytic functions and functional analysis.

No.	Scale	Measure
05	Yes/No	Unit followed all applicable policies and regulations when collecting information and maintaining operations security.
06	Yes/No	Unit obtained detailed information on recent and historical weather trends, seasonal patterns, aspects of weather, and weather zones in an operational environment. Unit effectively used and integrated the information to determine how the weather potentially affects friendly and enemy forces and operations in an operational environment.
07	Yes/No	Unit obtained detailed biometric and forensic data and information from available databases and data files to assist in identifying the threat once deployed and conducting operations.

ART 2.1.4.1 Develop the Foundation to Define Threat Characteristics

2-13. Units obtain detailed information and intelligence concerning threat characteristics affecting the conduct of operations. Units obtain this information from sources that include intelligence reach; research; data mining; database access; academic studies, products, or materials; intelligence archives; and open-source intelligence. This task develops specific, detailed information for each threat characteristic. The information, intelligence, products, and materials obtained are refined for use in mission analysis, intelligence preparation of the battlefield (known as IPB), and other planning tasks. This refinement occurs through functional analysis and other analytic techniques. (FM 2-0) (USAICOE)

No.	Scale	Measure
01	Yes/No	Unit obtained detailed information on composition, disposition, tactics, training, logistics, operational effectiveness, fires, communications, personality, intelligence reach, agencies, nongovernmental organizations, and other threats in and affecting an operational environment.
02	Yes/No	Information obtained from external agencies, echelons, and partners was adequate for use in mission analysis, intelligence preparation of the battlefield, and planning.
03	Yes/No	Information obtained was used and integrated effectively to determine the effects on operations.
04	Percent	Of relevant information obtained from national agencies.
05	Percent	Of relevant information obtained from joint echelons.
06	Percent	Of relevant information obtained from multinational partners.
07	Percent	Of relevant information obtained from higher Army echelons.
08	Percent	Of relevant information obtained from lateral and subordinate echelons.

ART 2.1.4.2 Obtain Detailed Terrain Information and Intelligence

2-14. Units obtain detailed information and intelligence about the terrain of the expected area of interest from sources that include intelligence reach; research; data mining; database access; academic studies, products, or materials; intelligence archives; and open-source intelligence. The information, intelligence, products, and material obtained are refined for use in mission analysis, intelligence preparation of the battlefield (IPB), and other planning tasks through functional analysis. This task encompasses the types of environments and the military aspects of terrain. (FM 2-0) (USAICOE)

No.	Scale	Measure
01	Yes/No	Unit provided commander and staff with detailed information on the physical terrain impacting the operational and mission variables within an environment.
02	Yes/No	Information obtained from external agencies, echelons, and partners was adequate for use in mission analysis, IPB, and planning.
03	Yes/No	Information obtained was used and integrated effectively into mission analysis, IPB, and planning.
04	Yes/No	Unit obtained detailed information on the military aspects of terrain defined as obstacles, avenues of approach, cover and concealment, observation, and key terrain.

No.	Scale	Measure
05	Percent	Of relevant information obtained from national agencies.
06	Percent	Of relevant information obtained from joint echelons.
07	Percent	Of relevant information obtained from multinational partners.
08	Percent	Of relevant information obtained from higher Army echelons.
09	Percent	Of relevant information obtained from lateral and subordinate echelons.

ART 2.1.4.3 Obtain Detailed Weather and Weather Effects Information and Intelligence

2-15. Units obtain detailed information and intelligence regarding recent and historical weather trends, seasonal patterns, aspects of weather, and weather zones. Units obtain information on how the weather affects friendly and enemy forces and operations in the area of interest. Sources of information include intelligence reach; research; data mining; database access via the digital topographic support system; academic studies, products, or materials; intelligence archives; and open-source intelligence. This task requires specific and detailed information for each weather factor. The information, intelligence products, and materials obtained are refined for use in mission analysis, intelligence preparation of the battlefield (IPB), and other planning tasks through functional analysis. (FM 2-0) (USAICOE)

No.	Scale	Measure
01	Yes/No	Unit obtained detailed information concerning recent and historical weather trends, seasonal patterns, aspects of weather, and weather zones in an operational environment.
02	Yes/No	Information obtained from external agencies, echelons, and partners was adequate for use in mission analysis, IPB, and planning.
03	Yes/No	Information obtained was used and integrated effectively into mission analysis, IPB, and planning.
04	Yes/No	Unit obtained detailed current and forecasted information on each weather factor defined as clouds, winds, temperature, visibility, and precipitation.
05	Yes/No	Information obtained was used and integrated effectively to determine how the weather affected friendly and enemy forces and operations in an operational environment.
06	Percent	Of relevant information obtained from national agencies.
07	Percent	Of relevant information obtained from joint echelons.
08	Percent	Of relevant information obtained from multinational partners.
09	Percent	Of relevant information obtained from higher Army and appropriate Air Force weather support organizations and echelons.
10	Percent	Of relevant information obtained from Air Force lateral and subordinate echelons.

ART 2.1.4.4 Obtain Detailed Civil Considerations Information and Intelligence

2-16. Analysis of the broad aspects of an operational environment in terms of the operational variables provides relevant information that senior commanders use to understand, visualize, and describe an operational environment. The operational variables are political, military, economic, social, information, infrastructure, physical environment, and time. Upon receipt of a warning order or mission, Army leaders filter relevant information and narrow their focus to six mission variables. The mission variables are mission, enemy, terrain and weather, troops and support available, time available, and civil considerations. These variables are used during intelligence analysis and facilitate situational understanding. Units obtain detailed information and intelligence concerning the civil considerations—areas, structures, capabilities, organizations, people, and events (ASCOPE)—within or affecting an expected operational environment through reach; research; data mining; database access; academic studies, products, or materials; intelligence archives; open-source intelligence; or other information sources to support operations, planning, execution, and commander's decisions. The data, information, intelligence products, and materials obtained are refined

for use in mission analysis, intelligence preparation of the battlefield and planning through functional analysis. This task requires specific and detailed information for each ASCOPE factor. This task entails obtaining detailed information and intelligence concerning the civil considerations within or affecting the expected area of interest. (FM 2-0) (USAICOE)

Note: This task is supported by ART 5.3.4 (Conduct Geospatial Engineering Activities), ART 2.2.5 (Conduct Police Intelligence Operations), ART 1.8 (Conduct Reconnaissance), and ART 7.5.30 (Conduct Surveillance).

No.	*Scale*	*Measure*
01	Yes/No	Unit obtained detailed information on areas, structures, capabilities, organizations, people, and events within and affecting the operational variables of political, military, economic, social, information, infrastructure, physical environment, and time.
02	Yes/No	Information obtained from external agencies, echelons, and partners was adequate for use in mission analysis, intelligence preparation of the battlefield, and planning.
03	Yes/No	Information obtained was used and integrated effectively into mission analysis, intelligence preparation of the battlefield, and planning.
04	Yes/No	Unit obtained detailed information on the capabilities within and affecting an operational environment.
05	Yes/No	Unit obtained detailed information on the organizations, people, and events within and affecting an operational environment.
06	Percent	Of relevant information obtained from national agencies.
07	Percent	Of relevant information obtained from joint echelons.
08	Percent	Of relevant information obtained from multinational partners.
09	Percent	Of relevant information obtained from higher Army echelons.
10	Percent	Of relevant information obtained from lateral and subordinate echelons.

ART 2.1.4.5 COMPLETE STUDIES

2-17. To assist in achieving goals and objectives, this task entails providing the requesting command or organization with detailed information, assessments, and conclusions about the area of operations and area of interest. A study can be a systems or functional analysis product. It should be as detailed and in-depth as time allows. Studies provide knowledge that supports understanding of the local populations; cultures and caste system; societal systems or organizations; political systems and structures; religions practiced and their impacts; moral beliefs and their impacts; civil authority considerations; military organizations, structure, and equipment; and attitudes toward United States, multinational, or host-nation forces. Studies can also include the views and attitudes of multinational and host-nation forces towards these factors. (FM 2-0) (USAICOE)

Note: This task can be conducted in support of ART 2.2 (Provide Support to Situational Understanding).

No.	*Scale*	*Measure*
01	Yes/No	Study and conclusions provided commander and staff with necessary information for mission analysis and planning.
02	Yes/No	Unit completed study in time to support mission analysis and planning.
03	Yes/No	Study provided relevant information for mission analysis and planning.
04	Yes/No	Study did not reproduce data contained in readily available publications.
05	Yes/No	Study used maps, graphics, and tables to portray data in easily understandable and retrievable formats.

No.	Scale	Measure
06	Yes/No	Study included, as appropriate, areas (such as historical, religious, or culturally important buildings or landmarks) that could cause a negative view of United States forces if attacked or targeted.
07	Yes/No	Study included, as appropriate, industrial infrastructure, natural resources, and areas that may pose environmental or health threat, if attacked.
08	Yes/No	Unit compiled information for the study per applicable regulations, policies, and procedures.
09	Yes/No	Unit completed study per applicable regulations, policies, and procedures.
10	Yes/No	Unit spent appropriate amount of time to complete the study.
11	Time	To identify shortfalls and gaps in available data to complete study.
12	Time	To request required data not available from available resources.
13	Percent	Of information requested and received from outside sources.
14	Percent	Of study information, as appropriate, accurate on, or concerning the individual topics. (Topics can include geography, history, population, culture and social structure, languages, religion, United States interests, civil defense, labor, legal, public administration, public education, public finance, public health, public safety, public welfare, civilian supply, civilian economics and commerce, food and agriculture, property control, public communications, public transportation, public works and utilities, arts, monuments, archives, civil information, cultural affairs, dislocated civilians, and host-nation support.)

ART 2.1.4.5.1 Conduct Area, Regional, or Country Study of a Foreign Country

2-18. Units study and provide mission-focused knowledge of the terrain and weather, civil considerations, and threat characteristics for a specified area or region of a foreign country—including the attitudes of the populace and leaders toward joint, multinational, or host-nation forces—to assist in achieving goals and objectives. Studies can also include the views and attitudes of multinational and host-nation forces. Studies provide detailed information, assessments, and conclusions concerning the areas of interest of the requesting command or organization. Studies should be as detailed as time allows. (FM 2-0) (USAICOE)

No.	Scale	Measure
01	Yes/No	Study provided commander and staff with necessary information for mission analysis and planning.
02	Yes/No	Unit completed study in time to support mission analysis and planning.
03	Yes/No	Study provided relevant information for mission analysis and planning.
04	Yes/No	Study did not reproduce data contained in readily available publications.
05	Yes/No	Study used maps, graphics, and tables to portray data in easily understandable and retrievable formats.
06	Yes/No	Study included, as appropriate, areas (such as historical, religious, or culturally important buildings or landmarks) that could cause a negative view of United States forces if attacked or targeted.
07	Yes/No	Study included, as appropriate, industrial infrastructure, natural resources, and areas that may pose environmental or health threat, if attacked.
08	Yes/No	Unit spent appropriate time and resources to complete the study.
09	Yes/No	If unit requested study from external organization, unit made request to the appropriate external organization.
10	Yes/No	If unit requested study from external organization, unit received the study in time to support mission analysis and planning.
11	Yes/No	If unit requested study from external organization, the study provided relevant information for mission analysis and planning.
12	Yes/No	If unit requested study from external organization, the study used maps, graphics, and tables to portray data in easily understandable and retrievable formats.

No.	Scale	Measure
13	Yes/No	If unit requested study from external organization, amount and type of information was adequate and accurate for the area, region, or country.
14	Yes/No	Unit maintained and updated initial study.
15	Yes/No	Unit compiled information for the study per applicable regulations, policies, and procedures.
16	Yes/No	Unit completed study per applicable regulations, policies, and procedures.
17	Time	To identify shortfalls in available data to complete study.
18	Time	To request required data not available from available resources.
19	Time	Allocated in advance for a study by an external organization prior to mission analysis and planning.
20	Time	Prior to mission analysis and planning that the requested external agency used to deliver the study.
21	Time	From receipt of tasking until unit completed the study.
22	Percent	Of time available used toward completion of the study.
23	Percent	Of resources available used toward completion of the study.
24	Percent	Of information requested from outside sources provided by those outside sources.

ART 2.1.4.5.2 Conduct Specified Study

2-19. Units study and provide focused knowledge of the terrain and weather, civil considerations, and threat characteristics for a specified topic or requirement. Studies provide the requesting command or organization with detailed information, assessments, and conclusions on the area of interest. Studies should be as detailed and in-depth as time allows. (FM 2-0) (USAICOE)

No.	Scale	Measure
01	Yes/No	Study provided commander and staff with the specified information for mission analysis and planning.
02	Yes/No	Unit completed study in time to support mission analysis and planning.
03	Yes/No	Study provided relevant information for mission analysis and planning.
04	Yes/No	Study did not reproduce data contained in readily available publications.
05	Yes/No	Study used maps, graphics, and tables to portray data in easily understandable and retrievable formats.
06	Yes/No	Study included, as appropriate, areas (such as historical, religious, or culturally important buildings or landmarks) that could cause a negative view of United States forces if attacked or targeted.
07	Yes/No	Study included, as appropriate, current industrial infrastructure, natural resources, and areas that may pose environmental or health threat, if attacked.
08	Yes/No	Unit spent appropriate time and resources to complete the study.
09	Yes/No	If unit requested study from external organization, unit made the request to the appropriate external organization.
10	Yes/No	If unit requested study from external organization, unit received the study in time to support mission analysis and planning.
11	Yes/No	If unit requested study from external organization, the study used maps, graphics, and tables to portray data in easily understandable and retrievable formats.
12	Yes/No	If unit requested study from external organization, amount and type of information was adequate and accurate for the area, region, or country.
13	Yes/No	Unit maintained and updated the initial study.
14	Time	To identify shortfalls in available data to complete study.
15	Time	To request required data not available from available resources.

No.	Scale	Measure
16	Time	Allocated in advance for a study by an external organization prior to mission analysis and planning.
17	Time	Prior to mission analysis and planning that the requested external agency used to deliver the study.
18	Time	From receipt of tasking until unit completed the study.
19	Percent	Of time available used toward completion of the study.
20	Percent	Of resources available used toward completion of the study.
21	Percent	Of information requested from outside sources provided by those outside sources.

ART 2.1.5 TAILOR THE INTELLIGENCE FORCE

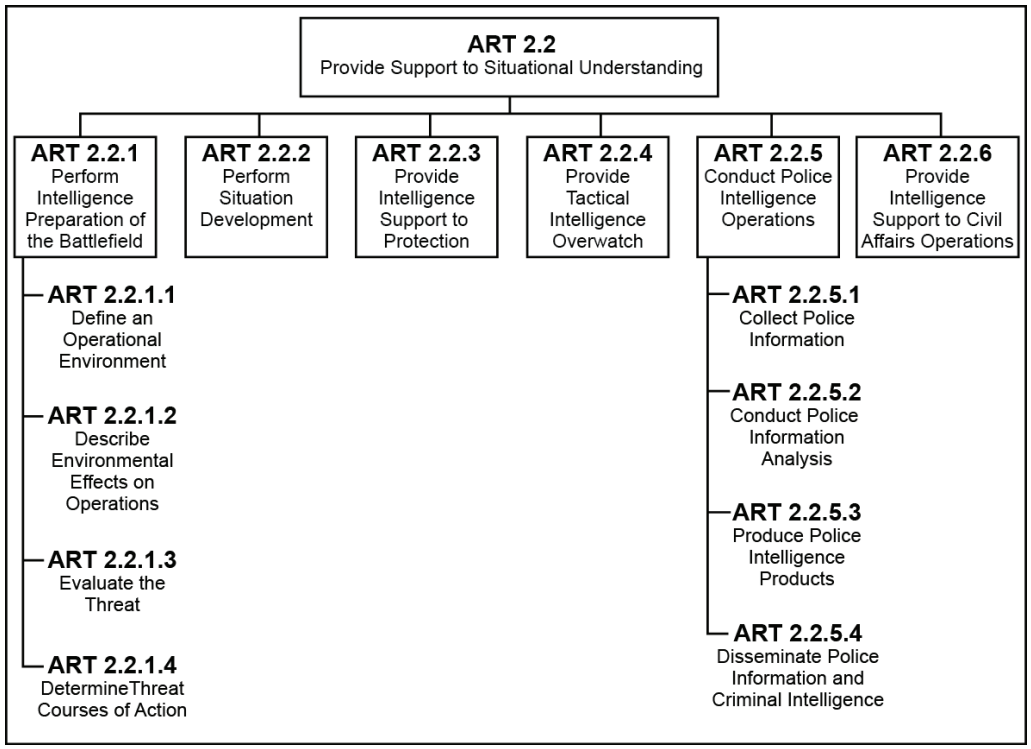
2-20. The generating force uses mission analysis to focus the allocation of intelligence resources for use by a joint task force or combatant commander as well as to support strategic objectives, the Army's mission, and operations at each echelon. Based on their own mission analysis, the staffs at each echelon allocate intelligence resources obtained through the generating force to support the commander's intent, guidance, and mission objectives. (FM 2-0) (USAICOE)

Note: This task supports ART 2.3.1 (Plan Requirements and Assess Collection).

No.	Scale	Measure
01	Yes/No	Unit used results of generated knowledge to determine the correct amount of intelligence assets required to accomplish the mission.
02	Yes/No	Unit used results of generated knowledge to determine what existing national intelligence requirements need to be reallocated to Army Service component command (ASCC) intelligence services or organizations.
03	Yes/No	If the national intelligence requirements were not reallocated, unit requested external intelligence support to accomplish the mission.
04	Yes/No	Unit kept intelligence assets at the ASCC level based on strategic requirements.
05	Yes/No	Unit reallocated intelligence assets to subordinate commanders based on the mission variables.
06	Yes/No	Unit reallocated intelligence assets to subordinate commanders based on operational requirements.
07	Yes/No	Unit reallocated intelligence assets to subordinate echelons as required by the ASCC and corps based on the results from generated knowledge.
08	Yes/No	Unit kept intelligence assets at the corps level based on operational requirements.
09	Yes/No	Intelligence assets allocated to the corps were adequate.
10	Yes/No	Unit reallocated intelligence assets to subordinate commanders based on a current operational environment and its requirements.
11	Yes/No	Corps results from generated knowledge were used to determine the minimum intelligence assets required to accomplish the tactical mission.
12	Yes/No	Unit reallocated intelligence assets to subordinate echelons as required based on the corps results from generated knowledge.
13	Yes/No	Intelligence assets were kept at the tactical-level commands—divisions, brigades, and battalions—based on tactical requirements.
14	Yes/No	Unit reallocated intelligence assets based on the subordinate commander's area of operations.
15	Yes/No	Intelligence assets allocated to the tactical-level commands—divisions, brigades, and battalions—were adequate.
16	Yes/No	Unit periodically reevaluated minimum intelligence assets required for the mission.
17	Percent	Of intelligence assets allocated based on the results of generated knowledge.

No.	Scale	Measure
18	Percent	Of surplus national intelligence requirements reallocated to other intelligence services or organizations.
19	Percent	Of intelligence assets kept at the ASCC level that satisfied only the strategic requirements.
20	Percent	Of intelligence assets reallocated based on operational environment.
21	Percent	Of intelligence assets reallocated based on operational need.
22	Percent	Of intelligence assets allocated to the corps based on the ASCC results from generated knowledge.
23	Percent	Of intelligence assets kept at the corps level that satisfied only the operational requirements.
24	Percent	Of intelligence assets reallocated based on a current operational environment and requirements.
25	Percent	Of intelligence assets reallocated to subordinate units based on tactical need.
26	Percent	Of external intelligence assets received to accomplish the tactical mission.
27	Percent	Of intelligence assets allocated to the tactical level based on the results of corps generated knowledge.
28	Percent	Of intelligence assets kept at the tactical-level commands—divisions, brigades, and battalions—which satisfied only that command's requirements.
29	Percent	Of intelligence assets reallocated based on the subordinate commander's area of operations.
30	Percent	Of intelligence assets reallocated to subordinate units based on tactical requirements.
31	Percent	Of external intelligence assets received to accomplish the mission.

SECTION II – ART 2.2: PROVIDE SUPPORT TO SITUATIONAL UNDERSTANDING



2-21. Provide support to situational understanding is the task of providing information and intelligence to commanders so commanders can clearly understand the force's current state with relation to the threat and other aspects of the area of operations. It supports the commander's ability to make sound decisions. (FM 2-0) (USAICOE)

No.	*Scale*	*Measure*
01	Yes/No	Unit supported the commander's visualization of the battlefield and situational understanding of the threat.
02	Time	Required to provide intelligence products that facilitated the commander's visualization and situational understanding of the threat.
03	Percent	Of information and intelligence accurate in light of events.
04	Percent	Of information and intelligence requested by commander completed by latest time information is of value.
05	Percent	Of produced intelligence judged relevant to military situations.
06	Percent	Of produced intelligence judged timely by users.
07	Percent	Of produced intelligence judged useable by users.

ART 2.2.1 PERFORM INTELLIGENCE PREPARATION OF THE BATTLEFIELD

2-22. The G-2 (S-2) leads the staff effort and begins preparing the intelligence preparation of the battlefield (IPB) during the generate intelligence knowledge process associated with force generation and is incorporated into the Army design methodology. During this task, the intelligence staff creates data files on specific operational environments based on an evaluation of the information and intelligence related to the operational variables—political, military, economic, social, information, infrastructure, physical environment, and time—identified. IPB is a systematic process of analyzing and visualizing the operational variables in relation to the threat, terrain, weather, and civil considerations of the mission variables in an area of interest to determine their effect on operations. By applying IPB, commanders gain the information necessary to selectively apply and maximize operational effectiveness at critical points in time and space. IPB is a continuous staff planning activity undertaken by the entire staff. The staff aims to understand an operational environment and the options it presents to friendly and threat forces. (ATP 2-01.3) (USAICOE)

No.	*Scale*	*Measure*
01	Yes/No	Products of the IPB process supported the preparation of running estimates and the military decisionmaking process by the supported commander and staff.
02	Yes/No	The entire staff participated in the conduct of the IPB process.
03	Yes/No	Unit intelligence staff, with the support of the entire staff, identified characteristics of the area of operations that will influence friendly and threat operations including terrain, civil considerations, weather, and threat considerations.
04	Yes/No	The unit's area of interest was determined by the commander with input from the S-2 and S-3 and based on the mission variables (mission, enemy, terrain and weather, troops and support available, time available, and civil considerations).
05	Yes/No	Unit intelligence staff identified gaps in current intelligence holdings, identified information requirements, and recommended commander's critical information requirements.
06	Yes/No	Unit intelligence staff, with the support of the entire staff, identified relevant characteristics of an operational environment within the area of operations that influenced friendly and threat operations.
07	Yes/No	Unit intelligence staff, with the support of the entire staff, described effects that military actions will have on future operations in the area of operations.
08	Yes/No	Unit intelligence staff, with the support of the entire staff, evaluated the threat.
09	Yes/No	Unit intelligence staff developed a set of threat courses of action.
10	Yes/No	Unit intelligence staff validated templates with updated information.

No.	Scale	Measure
11	Yes/No	Commander and other unit staff elements, in addition to the intelligence staff, participated in the process.
12	Yes/No	IPB products assisted the commander and staff's visualization and decision making.
13	Time	Since IPB products were updated.
14	Time	To disseminate updated IPB products.
15	Percent	Of produced intelligence judged to be timely (latest time information is of value) by users.
16	Percent	Of produced intelligence judged to be accurate in light of events.
17	Percent	Of produced intelligence judged to be useable by users.
18	Percent	Of produced intelligence judged to be complete based upon requests for clarification or expansion.
19	Percent	Of produced intelligence judged to be relevant to the military situation.

ART 2.2.1.1 Define an Operational Environment

2-23. This task results in identifying significant characteristics of an operational environment that can affect friendly and enemy operations. Utilizing the operational variables—political, military, economic, social, information, infrastructure, physical environment, and time—assists the commander in defining relative aspects of an operational environment in time and space. The intelligence staff must identify those significant characteristics related to the mission variables of enemy, terrain, weather, and civil considerations that are relevant to the mission and justify that analysis to the commander. Understanding friendly and enemy forces is not enough; other factors, such as culture, languages, tribal affiliations, and operational and mission variables are equally important. Defining the significant characteristics of each operational variable is essential in identifying the additional information needed to complete intelligence preparation of the battlefield (IPB). (ATP 2-01.3) (USAICOE)

Note: The term "operational" in the title of this task does not refer to the operational level of war.

No.	Scale	Measure
01	Yes/No	Unit operations were delayed, disrupted, or canceled because the staff failed to identify operational variables within the area of operations (AO).
02	Yes/No	The commander, with the assistance of intelligence staff officer, identified the area of interest.
03	Yes/No	Unit staff identified gaps in current information databases.
04	Yes/No	The entire staff identified significant characteristics of an operational environment, to include the status-of-forces agreement, rules of engagement, and other constraints on unit operations.
05	Yes/No	Staff collected and refined their input such as religious, health threat, terrain, meteorological, criminal, and hydrological data.
06	Yes/No	The S-2, with staff input, initiated collection of information required to complete IPB.
07	Time	To obtain IPB products from higher headquarters.
08	Time	Since IPB products addressing an operational environment had been updated.
09	Percent	Of terrain, meteorological, and hydrological products produced and issued on time to assigned and gained units.
10	Percent	Of information such as religious, health threat, terrain, meteorological, criminal, and hydrological data received from higher headquarters or other organizations.
11	Percent	Of accuracy of operational forecasts and products, to include high-resolution weather forecasts and weather effects and terrain trafficability matrices, tide forecasts, light data, and tactical decision aids.

No.	Scale	Measure
12	Percent	Of hazards in the AO identified and reported to appropriate headquarters.
13	Percent	Of noncombatants in the AO whose location was reported accurately to appropriate headquarters.
14	Percent	Of press coverage and threat propaganda that addressed friendly activities in an AO.
15	Percent	Of the local economy—legal and illegal—correctly identified in area studies.
16	Percent	Of local decision makers and centers of influence correctly identified in area studies. This included official and unofficial leaders.
17	Percent	Of personnel biometrically enrolled.

ART 2.2.1.2 Describe Environmental Effects on Operations

2-24. The intelligence staff utilizes operational and mission variables to describe how terrain, weather, civil considerations, and enemy forces affect friendly operations. The entire staff determines the impact and effects to the population of friendly and enemy force actions. (ATP 2-01.3) (USAICOE)

No.	Scale	Measure
01	Yes/No	Unit operations were delayed, disrupted, or canceled because the staff failed to identify environmental characteristics of the area of operations.
02	Yes/No	Unit staff identified gaps in current databases.
03	Yes/No	Staff identified and evaluated how terrain affects military operations and the corresponding positive or negative impacts of operations on the terrain.
04	Yes/No	Staff identified and evaluated how weather affects military operations.
05	Yes/No	Products assisted the commanders and staff's visualization and decision making.
06	Time	To establish or obtain initial operational environment (terrain, civil considerations, weather, and threat considerations) database.
07	Time	Required to evaluate the impact of combat operations and weather on trafficability of the terrain.
08	Time	Since intelligence preparation of the battlefield products were updated.
09	Time	To disseminate updated intelligence preparation of the battlefield products.
10	Percent	Of analytical products received from higher headquarters.
11	Percent	Of analytical products produced and issued on time to assigned and task-organized units.
12	Percent	Of accuracy of products provided to unit elements.
13	Percent	Of entire staff effort devoted to updating initial operational environment (terrain, civil considerations, weather, and threat considerations) database.
14	Number	Of restrictions on friendly operations due to the presence and movement of noncombatants in the area of operations.

ART 2.2.1.3 Evaluate the Threat

2-25. This activity analyzes current intelligence to determine how the threat normally organizes for combat and conducts operations. The evaluation includes each threat operating system as well as potential criminal organizations, factions, guerrillas, or insurgents. This step focuses on creating threat models and templates that depict how the threat operates when unconstrained by effects of the environment (ATP 2-01.3) (USAICOE)

No.	Scale	Measure
01	Yes/No	The threat's capabilities were stated in the intelligence preparation of the battlefield process and accounted for in the military decisionmaking process.
02	Yes/No	Unit used pattern analysis, event analysis, and intelligence from higher headquarters and other organizations to create threat models consisting of three parts: convert threat doctrine or patterns of operation to graphics, describe the threat's and adversary's tactics and options, and identify high-value targets.
03	Time	Required to incorporate new intelligence data and products into ongoing threat evaluations.
04	Time	To identify threat capabilities and limitations.
05	Time	To update or create threat templates, models, and methods of operation.
06	Time	To disseminate updated threat templates, models, and methods of operation.
07	Percent	Of correctly identified threat templates, models, and methods of operations; capabilities and limitations; high-payoff targets; high-value targets; and threat models.
08	Percent	Of new, processed intelligence integrated to update courses of action.

ART 2.2.1.4 Determine Threat Courses of Action

2-26. This activity determines possible threat courses of action (COAs), describes threat COAs, ranks COAs in probable order of adoption, and at a minimum identifies the most probable and the most dangerous COAs. (ATP 2-01.3) (USAICOE)

No.	Scale	Measure
01	Yes/No	The entire staff, under the direction of the intelligence staff, assessed the effects of friendly actions on threat COAs.
02	Yes/No	The threat's likely objectives and desired end state were identified, beginning with the threat command level at one echelon above the friendly unit and ending the process at two echelons below.
03	Yes/No	Unit staff identified opportunities and constraints that an operational environment offers or affords to threat and friendly forces.
04	Yes/No	Unit staff assessed effects of friendly actions on threat COAs.
05	Yes/No	Units considered threat capabilities, effects of an operational environment, and the threat's preference in operations.
06	Yes/No	Units determined most probable and most dangerous COAs and other threat COAs to a micro level of detail as time permitted.
07	Yes/No	Units disseminated threat COAs to lower, adjacent, and next higher echelons.
08	Yes/No	Units delivered threat COAs in time to be of value for developing friendly COAs.
09	Yes/No	The G-3 (S-3) led staff war-gaming with full staff participation to validate and update assessments.
10	Time	Required to identify likely threat objectives and desired end states at different threat echelons of command.
11	Time	To identify and analyze the feasibility of each threat COA in terms of time, space, resources, and force ratios required to accomplish its objective.
12	Time	To evaluate and prioritize each identified threat COA.
13	Percent	Of new intelligence integrated to update threat COAs.

ART 2.2.2 PERFORM SITUATION DEVELOPMENT

2-27. Situation development is a process for analyzing information and producing current intelligence concerning the portions of the mission variables—mission, enemy, terrain and weather, troops and support available, time available, and civil considerations—within the area of operations before and during operations. The process helps the intelligence officer recognize and interpret indicators of threat intentions, and objectives. Situation development confirms or denies threat courses of actions (COAs), provides threat

locations, explains what the threat is doing in relation to the friendly force commander's intent, and provides an estimate of threat combat effectiveness. The locations and actions of noncombatant elements and nongovernmental organizations in the area of operations that may impact operations should also be considered. Through situation development, the intelligence officer quickly identifies information gaps, explains threat activities in relation to the unit's operations, and assists the commander in gaining and maintaining situational understanding. Situation development helps the commander make decisions, including when to execute branches and sequels. (FM 2-0) (USAICOE)

No.	*Scale*	*Measure*
01	Yes/No	The COA executed by threat forces was predicted during the intelligence preparation of the battlefield process and accounted for in the military decisionmaking process.
02	Yes/No	Threat situation development provided information that helped the commander make decisions to execute branches and sequels.
03	Yes/No	Unit disseminated situation development intelligence to friendly forces.
04	Time	To disseminate situation development intelligence.
05	Time	To produce an updated situation template.
06	Time	To confirm or deny the existing estimate of the threat COA and update the estimate based on current enemy, terrain and weather, and civil considerations.
07	Percent	Of produced intelligence judged accurate based on threat activity.
08	Percent	Of produced intelligence judged complete based on request for clarification or additional information.
09	Percent	Of produced intelligence judged useable to the current situation.
10	Percent	Of produced intelligence judged timely by consumers and users.

ART 2.2.3 PROVIDE INTELLIGENCE SUPPORT TO PROTECTION

2-28. This task includes providing intelligence that supports control measures the command takes to remain viable and functional by protecting itself from the effects of threat activities. It also provides intelligence that supports recovery from threat actions. This task supports the protection warfighting function and is linked to antiterrorism and homeland security. (FM 2-0) (USAICOE)

Note: This task branch supports ART 6.6 (Conduct Survivability Operations), ART 6.5 (Apply Antiterrorism Measures), and ART 6.5.1 (Identify Potential Terrorist Threats and Other Threat Activities).

No.	*Scale*	*Measure*
01	Yes/No	Unit established force protection plan with commander's critical information requirements and reporting channels and requirements.
02	Yes/No	Unit provided information on incidents by threat forces affecting security of the force.
03	Yes/No	Unit provided intelligence support to the antiterrorism program and force protection mission.
04	Percent	Of intelligence relating to potential hostile acts against United States forces or installations.
05	Percent	Of intelligence relating to potential criminal acts against United States forces or installations.
06	Percent	Of intelligence relating to chemical, biological, radiological, nuclear, and high-yield explosives employment and deployment.
07	Percent	Of intelligence to support theater missile defense operations.
08	Percent	Of intelligence relating to threat reconnaissance and surveillance elements.
09	Percent	Of intelligence provided for combatant command to support homeland security or defense.

ART 2.2.4 PROVIDE TACTICAL INTELLIGENCE OVERWATCH

2-29. Tactical intelligence overwatch is creating standing, fixed analytical intelligence capabilities that provide dedicated intelligence support to committed maneuver units. The tactical intelligence overwatch element is connected through a shared intelligence network that can extract information from multiple sources and provide succinct answers directly to supported units when time is critical. (FM 2-0) (USAICOE)

Note: This task branch supports ART 6.6 (Conduct Survivability Operations).

No.	*Scale*	*Measure*
01	Yes/No	The tactical intelligence overwatch cell provided succinct information directly to the supported units.
02	Yes/No	Tactical intelligence forces provided a foundation of regional and subject matter expertise.

ART 2.2.5 CONDUCT POLICE INTELLIGENCE OPERATIONS

2-30. Police intelligence operations (PIO) is a military police function, integrated within all military police operations, which supports the operations process and protection activities. PIO collects information using police activities for analysis, production, and dissemination to enhance situational understanding, protection, civil control, and law enforcement. Upon analysis, this information may contribute to commander's critical information requirements, intelligence-led operations, time-sensitive operations, or policing strategies necessary to forecast, anticipate, and preempt crime or related disruptive activities to maintain order. Police intelligence results from the application of systems, technologies, and processes that analyze applicable data and information necessary for situational understanding and focusing policing activities to maintain law and order. (ATP 3-39.20) (USAMPS)

Note: PIO is not an intelligence discipline; it is a law enforcement function. However, it is within the critical intelligence task, "support situational understanding" that this function best supports the Army operations process and informs the intelligence process. PIO is essential to this task, particularly where irregular threats (criminal, terrorist, and insurgent) threaten the security of United States (U.S.) forces and military operations. This function supports and enhances the commander's situational awareness and common operational picture through collection, analysis, and appropriate dissemination of relevant criminal information, police information, and police intelligence. PIO consists of vital tools of law enforcement and criminal investigators that distribute and focus military police and criminal investigations assets. U.S. Codes, executive orders, Department of Defense (DOD) directives, and Army regulations contain specific guidance regarding the prohibition of intelligence personnel from collecting intelligence on U.S. citizens, U.S. corporations, and resident aliens. Any access by the intelligence community to information or products due to PIO directed against U.S. citizens should undergo competent legal review.

No.	*Scale*	*Measure*
01	Yes/No	The conduct of PIO did not violate U.S. Code and applicable DOD and Army regulations against collecting intelligence on U.S. citizens.
02	Yes/No	PIO contributed to reducing criminal activity in the area of operations (AO).
03	Yes/No	Unit updated police intelligence products as it collected additional police and criminal information and related data.
04	Yes/No	Unit obtained legal coordination and authorization before using technical listening and surveillance equipment.
05	Yes/No	Commander provided to provost marshal a list of critical assets to protect.

No.	Scale	Measure
06	Yes/No	Unit identified patterns or trends relevant to proactive police operations.
07	Yes/No	Military law enforcement received police and criminal information from the host nation.
08	Yes/No	Unit maintained information on known or suspected criminals per regulatory and legal guidance.
09	Yes/No	Unit established activity files, when applicable.
10	Yes/No	Unit established area files, when applicable.
11	Yes/No	Unit safeguarded juvenile records from unauthorized disclosure.
12	Yes/No	Unit established and maintained liaison with host-nation authorities, military and civilian law enforcement agencies, and other organizations as required by the factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations.
13	Yes/No	Unit provided tactical intelligence obtained to echelon intelligence staff.
14	Yes/No	Unit collected police and criminal information per the information collection plan.
15	Yes/No	Unit disseminated police and criminal information to appropriate agencies.
16	Yes/No	Unit incorporated police intelligence requirements and integration into the operation plan or order.
17	Yes/No	Unit updated police and criminal databases as unit received police and criminal information and data.
18	Time	To determine susceptibility of critical facilities to criminal threat.
19	Time	To identify military resources susceptible to theft and diversion.
20	Time	To identify criminal trends and patterns based upon PIO.
21	Time	To identify trends and patterns by continued association with identified offenders.
22	Time	To develop tactics, techniques, and procedures of operations to assist in eliminating or reducing vulnerability to criminal threat activities.
23	Time	To coordinate with the host nation for police and criminal information.
24	Time	To coordinate police and criminal information collection by organic assets.
25	Time	To review police and criminal information created internally to see if information can answer police and criminal information requirements.
26	Time	To coordinate with staff intelligence officer for required counterintelligence support.
27	Time	To recruit and develop police informants.
28	Percent	Of identified offenders linked to criminal trends.
29	Percent	Of available U.S. police intelligence resources in the AO identified by military law enforcement.
30	Percent	Of criminal-related activities reported by informants prior to their occurrence.
31	Percent	Of terrorist-related activities reported by informants prior to their occurrence.
32	Percent	Of criminal and other potentially disruptive elements in an AO identified before they committing hostile acts against U.S. interests and host-nation elements.

ART 2.2.5.1 COLLECT POLICE INFORMATION

2-31. Collection of police information is a continuous activity. Military police identify gaps in existing police information and develop intelligence requirements. This collection can be completed through several means: military police patrols, police engagement, criminal investigations, collected evidence, database queries, and the use of reachback centers. Collection efforts also assist in enhancing protection operations and antiterrorism through identifying potential criminal threats and other threat activities. (ATP 3-39.20) (USAMPS)

No.	Scale	Measure
01	Yes/No	The collection of police and criminal information did not violate United States Code and applicable Department of Defense and Army regulations against collecting intelligence on United States citizens.
02	Yes/No	Police and criminal information collected allowed the unit to prevent or reduce criminal activity in its area of operations (AO).
03	Yes/No	Unit updated police and criminal intelligence products as additional police collected criminal information and data.
04	Yes/No	Unit obtained legal coordination and authorization before using technical listening and surveillance equipment.
05	Yes/No	Military law enforcement received police and criminal information from the host nation.
06	Yes/No	Unit maintained liaison with host-nation authorities, military and civilian police agencies, and other organizations as required by the factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations.
07	Yes/No	Unit disseminated police and criminal information to appropriate headquarters and agencies.
08	Yes/No	Unit recruited and developed police informants in the AO.
09	Time	To coordinate with the host nation for police and criminal information.
10	Time	To coordinate police and criminal information collection by organic assets.
11	Time	To coordinate with staff intelligence officer for required counterintelligence support.
12	Time	To develop police and criminal information requirements.
13	Time	To perform law enforcement patrols designed to obtain police and criminal information.
14	Percent	Of known terrorist- or criminal-related activities reported by informants before their occurrence.
15	Percent	Of identified individuals engaged in terrorist- or criminal-related activities reported by informants after their occurrence.
16	Percent	Of criminal and other potentially disruptive elements in an AO identified before they committed hostile acts against United States interests and host-nation elements.
17	Percent	Of criminal activities (such as smuggling, vice, counterfeiting, narcotics, extortion, rape, murder, robbery) occurring in an AO identified and reported.
18	Percent	Of AO covered by law enforcement patrols (mounted and dismounted).

ART 2.2.5.2 Conduct Police Information Analysis

2-32. Conducting police information analysis is the process that organizes, analyzes, and interprets police information to police intelligence. Police information and intelligence contributes to all-source analysis and the Army operations process. It also assesses police and criminal information to identify trends and patterns of criminal activity. (ATP 3-39.20) (USAMPS)

No.	Scale	Measure
01	Yes/No	The police information analysis did not violate United States Code and applicable Department of Defense and Army regulations against collecting intelligence on United States citizens.
02	Yes/No	The police information analysis allowed the unit to reduce criminal activity in its area of operations (AO).
03	Yes/No	Unit coordinated funds to establish and maintain a police informant operation.
04	Yes/No	Unit identified patterns or trends relevant to proactive police operations.
05	Yes/No	Unit analyzed police information and produced actionable criminal intelligence.
06	Yes/No	Unit recruited and developed police informants in the AO.
07	Time	To prepare Appendix 7 (Police Operations) to Annex E (Protection) as required.
08	Time	To identify and assess latest criminal information collected.
09	Time	To identify criminal information resources in the AO.

No.	Scale	Measure
10	Time	To identify criminal trends and patterns developed in the AO.
11	Time	To analyze external criminal information reports.
12	Time	To assess internally created police information.
13	Time	To produce criminal information bulletins and alert notices.
14	Percent	Of criminal priority intelligence requirement collection efforts directed toward subordinate units.
15	Percent	Of available criminal intelligence resources in the AO.
16	Percent	Of known terrorist- and criminal-related activities reported by informants before their occurrence.
17	Percent	Of identified individuals engaged in terrorist- and criminal-related activities reported by informants after their occurrence.
18	Percent	Of accurate reported terrorist- and criminal-related activities.

ART 2.2.5.3 Produce Police Intelligence Products

2-33. Police intelligence operations use the intelligence process to produce police intelligence products used by military police leaders. These products focus on police operations and contribute to the Army operations process. These products include standardized police information formatted for rapid dissemination, criminal threat assessments based on police information analysis, and assessment and analysis of police capability and capacity. (ATP 3-39.20) (USAMPS)

No.	Scale	Measure
01	Yes/No	Developing the police intelligence products did not violate United States Code and applicable Department of Defense and Army regulations against collecting intelligence on United States citizens.
02	Yes/No	The police intelligence products developed enabled the unit to reduce criminal activity in its area of operations (AO).
03	Yes/No	Unit developed police intelligence products based on police and criminal information collected from external and internal sources.
04	Yes/No	Unit identified patterns or trends relevant to the conduct of proactive police operations.
05	Yes/No	Unit produced actionable police intelligence products.
06	Yes/No	Unit disseminated relevant police and criminal intelligence through military law enforcement and civilian and host-nation networks.
07	Yes/No	Products produced were relevant and answered identified police intelligence requirements.
08	Yes/No	Unit provided police information and police intelligence to the military intelligence community within applicable legal constraints.
09	Yes/No	Unit provided support to the police intelligence fusion cell.
10	Time	To identify police and criminal information resources in the AO.
11	Time	To identify criminal trends and patterns developed in the AO.
12	Time	To analyze external police and criminal information reports.
13	Time	To assess internally created police and criminal information.
14	Time	To produce police and criminal information bulletins and alert notices.

ART 2.2.5.4 Disseminate Police Information and Criminal Intelligence

2-34. Police information and criminal intelligence is disseminated for use by law enforcement to focus policing activities. Police intelligence products are disseminated and integrated within the operations process enhancing situational understanding, mission planning, and execution at every echelon. These products may be disseminated in support of host-nation law enforcement in combating crime and neutralizing criminal threats to military operations based on trend and pattern analysis and shared with other

law enforcement agencies. When legally allowable, these products are provided to the military intelligence community for fusion and incorporation to the all-source intelligence effort, contributing to a more complete intelligence picture. (FM 3-39) (USAMPS)

Note: The dissemination of police information and criminal intelligence is included in ART 6.12 (Conduct Detention Operations), ART 6.13 (Conduct Police Operations), ART 6.13.1 (Perform Law Enforcement), ART 6.13.2 (Conduct Criminal Investigations), ART 6.13.6 (Provide Customs Support), and ART 7.3.2.3 (Perform Host-Nation Police Training and Support). Joint, interagency, and multinational coordination is included in ART 5.2.2.1 (Prepare the Command Post for Displacement). (FM 3-39 and ATP 3-39.20) (USAMPS)

No.	*Scale*	*Measure*
01	Yes/No	Law enforcement agency personnel investigated offenses against Army forces or property committed by persons subject to military law.
02	Yes/No	Law enforcement agency personnel referred offenses against Army forces or property committed by persons subject to military law.
03	Yes/No	Law enforcement agency personnel monitored all ongoing investigations in the theater of operations.
04	Yes/No	Law enforcement agency personnel received final reports from subordinate elements.
05	Yes/No	Law enforcement agency personnel coordinated with the Army Criminal Investigation Command for investigation of all major incidents (deaths, serious bodily injury, and war crimes).
06	Yes/No	Law enforcement agency personnel took control of crime scene.
07	Yes/No	Law enforcement agency personnel identified personnel involved in the crime.
08	Yes/No	A senior law enforcement agency individual formulated an investigative plan.
09	Yes/No	Law enforcement agency personnel processed the crime scene. Processing includes recording investigative notes and sketches, photographing crime scene as necessary, and collecting physical evidence for evaluation.
10	Yes/No	Law enforcement agency personnel released the crime scene to appropriate individuals.
11	Yes/No	Law enforcement agency personnel modified standard interview techniques to overcome any language barriers and cultural differences.
12	Yes/No	Investigators maintained a disciplined and systematic approach in their questioning when doing a long series of interviews on the same basic topic.
13	Yes/No	Law enforcement agency personnel pursued immediate leads. Pursuing leads includes interviewing victims and witnesses, obtaining written statements (if appropriate), advising suspects of legal rights, obtaining written statements from suspects, collecting related documents necessary to support specific investigations, and coordinating with the supporting judge advocate office as necessary.
14	Yes/No	Law enforcement agency personnel continued the investigation as necessary. Tasks included completing evidence documentation, releasing evidence to the evidence custodian, identifying need for crime lab analysis of evidence, obtaining other needed specialized investigative support (polygraph or technical listening equipment), gathering related police intelligence operations from other sources, performing surveillance, submitting status reports, and coordinating investigative efforts and findings with supporting staff judge advocate office.
15	Yes/No	Law enforcement agency personnel closed the case by preparing final report.
16	Time	To complete crime analysis.
17	Percent	Of investigations of minor reported incidents.
18	Percent	Of investigations conducted and reported per AR 195-2.
19	Percent	Of returns on deficient reports of investigations for corrective action or for further investigative activity.
20	Percent	Of crime analysis performed correctly.

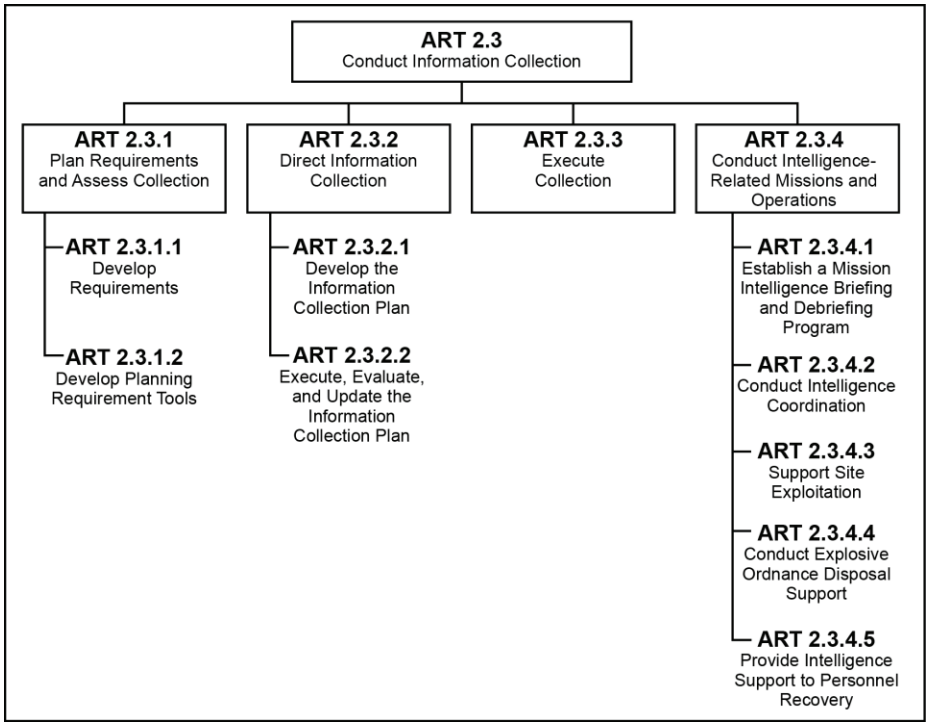
No.	Scale	Measure
21	Percent	Of case documents and required reports prepared per legal, regulatory, and standard operating procedure guidance.
22	Number	Of hotline complaints referred to criminal investigation division or military police investigation.

ART 2.2.6 PROVIDE INTELLIGENCE SUPPORT TO CIVIL AFFAIRS OPERATIONS

2-35. Military intelligence organizations performing this task collect and provide information and intelligence products concerning civil considerations in support of civil affairs operations. (FM 2-0) (USAICOE)

No.	Scale	Measure
01	Yes/No	Unit identified intelligence support required for civil affairs through intelligence preparation of the battlefield.
02	Yes/No	Unit provided information and intelligence to identify pertinent civil considerations that affected civil affairs operations.
03	Yes/No	Unit provided intelligence support to identify populace perceptions, sentiments, attitudes, mores, allegiances, alliances, and behaviors.
04	Yes/No	Unit provided intelligence support to identify indigenous population and institutions, nongovernmental organizations, and intergovernmental organizations in the area of operations (AO).
05	Yes/No	Unit identified all relevant government agencies, organizations, or departments that affected civil affairs operations.
06	Yes/No	Unit provided intelligence support to identify trends reflected by the national and international media.
07	Yes/No	Unit provided information and intelligence to civil affairs within all applicable regulations, policies, and laws.
08	Yes/No	Unit provided support to identify resources and capabilities of host-nation population and institutions, nongovernmental organizations, and intergovernmental organizations in the AO.
09	Time	To identify pertinent civil considerations that affected civil affairs operations.
10	Time	To identify populace perceptions, sentiments, attitudes, mores, allegiances, alliances, and behaviors.
11	Time	To identify nongovernmental and international organizations in the AO.
12	Time	To identify all relevant government agencies, organizations, or departments that affected civil affairs operations.
13	Time	To identify trends reflected by the national and international media.
14	Time	To identify resources and capabilities of nongovernmental and international organizations in the AO.
15	Percent	Of accurate information and intelligence provided to civil affairs for civil considerations that affected civil affairs operations.

SECTION III – ART 2.3: CONDUCT INFORMATION COLLECTION



2-36. *Information collection* is an activity that synchronizes and integrates the planning and employment of sensors and assets as well as the processing, exploitation, and dissemination systems in direct support of current and future operations. This is an integrated intelligence and operations function. For Army forces, this combined arms operation focuses on priority intelligence requirements while answering the commander's critical information requirements (CCIRs). Through information collection, commanders and staffs continuously plan, task, and employ collection assets and forces. These forces collect, process, and disseminate timely and accurate information, combat information, and intelligence to satisfy CCIRs and other intelligence requirements. When necessary, information collection assets focus on special requirements, such as personnel recovery. (FM 3-55) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Unit developed a strategy to answer each CCIR to accomplish information collection integration.
02	Yes/No	Unit developed requirements that supported the commander's decision making.
03	Yes/No	Unit planned scheme of support including fires, routes of movement and maneuver, air corridors, medical and casualty evacuation, and sustainment.
04	Yes/No	Unit planned for unique support requirements for information collection assets including maintenance, crew training, downlink nodes, access, and connectivity.
05	Yes/No	Unit developed a detailed information collection plan through a staff process.
06	Yes/No	Unit task-organized information collection assets to perform tasks and accomplish missions.
07	Yes/No	Unit satisfied CCIRs using intelligence reach.
08	Yes/No	Unit developed a debriefing program to capture information observed or gathered by Soldiers.
09	Yes/No	The operations officer, with the intelligence officer, tasked and directed the available information collection assets to answer CCIRs.
10	Yes/No	Unit received information collection tasks from higher headquarters.
11	Yes/No	Unit evaluated each requirement for completion based on reported information.

No.	Scale	Measure
12	Yes/No	Unit redirected or retasked information collection assets based on reported information.
13	Time	To redirect or retask information collection assets.
14	Percent	Of staff's information requirements answered through intelligence reach and processing, exploitation, and dissemination of required intelligence, information, and data.
15	Percent	Of CCIRs answered through requests for information.
16	Percent	Unit intelligence personnel trained in intelligence oversight policies and reporting procedures.

ART 2.3.1 PLAN REQUIREMENTS AND ASSESS COLLECTION

2-37. Plan requirements and assess collection is the task of analyzing requirements, evaluating available assets (internal and external), recommending to the operations staff taskings for information collection assets, submitting requests for information for adjacent and higher collection support, and assessing the effectiveness of the information collection plan. It is driven by the commander, coordinated by staff effort, and led by the G-2 and S-2. The continuous functions of planning requirements, identifying intelligence gaps, and assessing collection identify the best way to satisfy the requirements of the supported commander and staff. These functions are not necessarily sequential. (FM 3-55) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit developed requirements that supported the commander's decision making.
02	Yes/No	Unit determined unique requirements for information collection assets to include limitations due to weather, maintenance, crew training, downlink nodes, access, and connectivity.
03	Yes/No	Unit determined scheme of support requirements including fires, routes of movement and maneuver, medical and casualty evacuation, and sustainment.
04	Yes/No	Unit developed and provided information collection task organization recommendations to the operations officer.
05	Yes/No	Unit submitted requests for information to satisfy information requests.
06	Yes/No	Unit requested collection, products, or dissemination from higher headquarters, adjacent units, or multinational partners to facilitate information collection operations.
07	Yes/No	Unit evaluated each requirement for completion based on reported information.
08	Yes/No	The operations officer tasked and directed information collection in the five-paragraph order format as a warning order, an operation order, or a fragmentary order.
09	Yes/No	Unit developed a strategy to answer each priority intelligence requirement.
10	Yes/No	Unit developed requirements that supported the commander's decision making.
11	Percent	Of commander's requirements answered through intelligence reach and through the request for information process.

ART 2.3.1.1 DEVELOP REQUIREMENTS

2-38. The intelligence staff develops a prioritized list focusing on what information it needs to collect to produce intelligence. Additionally, the intelligence staff dynamically updates and adjusts the requirements in response to mission adjustments and changes. Each requirement is assigned a latest time information is of value to meet operational requirements. (FM 2-0) (USAICOE)

No.	Scale	Measure
01	Yes/No	Staff analyzed commander's critical information requirements (CCIRs), including requests for information from lower echelons, adjacent units, adjacent organizations, and orders from higher echelons.
02	Yes/No	Unit identified initial intelligence requirements during intelligence preparation of the battlefield.

No.	Scale	Measure
03	Yes/No	Unit prioritized and validated all information and intelligence requirements by the staff.
04	Yes/No	Commander approved the priority intelligence requirements (PIRs) developed by the staff.
05	Yes/No	Unit refined recommended PIRs during course of action (COA) development.
06	Yes/No	Unit performed war gaming for each COA.
07	Yes/No	Unit identified intelligence gaps.
08	Yes/No	Unit developed specific information requirements for each indicator.
09	Time	Before the next phase of an operation when the PIR was updated.
10	Time	Required for commander to approve the updated PIR.
11	Time	To identify intelligence requirements and if necessary dynamically update or revise in advance of collection.
12	Time	To prioritize information and intelligence collection requirements.
13	Percent	Of PIRs addressed in intelligence update.
14	Percent	Of subordinate echelon requirements supported by the echelon's information and intelligence requirements.
15	Percent	Of invalidated requirements returned to or resubmitted by originating agency or office.
16	Percent	Of validated requirements that had ongoing collection efforts directed towards answering requirements.
17	Percent	Of requirements submitted by multiple organizations.
18	Percent	Of PIRs tied to commander's decision points.
19	Percent	Of PIRs linked to specific information requirements.
20	Number	Of open CCIRs and PIRs at any one time.
21	Number	Of requirements identified after collection begins.

ART 2.3.1.2 Develop Planning Requirements Tools

2-39. The planning requirements tools are developed by the intelligence staff. These tools begin the process of synchronizing the information collection plan with the concept of operations and are updated as the concept of operations changes. The tools are used by the operations staff (in close collaboration with the intelligence staff) to develop the information collection plan. Developing requirements tools includes evaluating resources, developing a collection strategy, and developing supporting tools. (FM 2-0) (USAICOE)

Note: This task supports ART 2.3.2.1 (Develop the Information Collection Plan).

No.	Scale	Measure
01	Yes/No	Intelligence officer used the priority intelligence requirements (PIRs) to develop the planning requirements tools.
02	Yes/No	Unit identified all organic, adjacent, and higher echelon information collection assets.
03	Yes/No	Intelligence officer and operations officer, with staff participation, determined asset availability.
04	Yes/No	Unit determined unique support requirements for information collection assets to include maintenance, crew training, downlink nodes, access, and connectivity.
05	Yes/No	Unit developed recommended scheme of support including fires, routes of movement and maneuver, medical and casualty evacuation, planned or emergency extraction or relocation, and sustainment.
06	Yes/No	Intelligence officer, with staff participation, determined availability, capabilities, and limitations of organic assets and attached assets from higher echelons.
07	Yes/No	Unit identified the reporting criteria for all information collection assets.

No.	Scale	Measure
08	Yes/No	Unit requested additional information collection assets or support when organic assets and attachments could not provide coverage.
09	Yes/No	Unit disseminated planning requirement tools to operations officer in time to produce the information collection plan.
10	Time	To determine availability of information collection assets.
11	Time	To develop planning requirement tools.
12	Percent	Of identified requirements addressed in planning requirements tools.
13	Percent	Of requirements identified that had to be supported by higher echelons.
14	Percent	Of available information collection assets identified.
15	Percent	Of requirements analyzed, validated, and prioritized.

ART 2.3.2 DIRECT INFORMATION COLLECTION

2-40. The operations staff integrates collection assets through a deliberate and coordinated effort across all warfighting functions. Tasking and directing information collection is vital to control limited collection assets. During tasking and directing information collection, the staff recommends redundancy, mixing, and cueing as appropriate. Staffs accomplish tasking information collection by issuing warning orders, fragmentary orders, and operation orders. They accomplish directing information collection assets by continuously monitoring the operation. Staffs conduct retasking to refine, update, or create new requirements. (FM 3-55) (USACAC)

No.	Scale	Measure
01	Yes/No	Information collection plan focused on the commander's critical information requirements.
02	Yes/No	Staff determined unique support requirements for information collection assets to include maintenance, crew training, downlink nodes, access, and connectivity.
03	Yes/No	Staff determined scheme of support including fires, routes of movement and maneuver, medical and casualty evacuation, and sustainment.
04	Yes/No	Information collection plan included other staff information requirements.
05	Yes/No	Information collection plan provided information and intelligence in time for the commander's decision making.
06	Yes/No	Information collection plan included a dissemination plan, to include information tasked or requested from external organizations.
07	Yes/No	Operations officer disseminated information collection plan in time to produce orders and perform troop leading procedures.
08	Yes/No	Staff executed information collection plan.
09	Yes/No	Unit identified indicators of previously unanticipated threat patterns or activities.
10	Yes/No	Unit identified new requirements based on reporting and information collection operations.
11	Yes/No	Information collection plan was updated and disseminated in time to produce orders.
12	Time	To produce and disseminate initial information collection plan.
13	Time	To evaluate reporting and information collection operations.
14	Time	To determine threat patterns or activities from reporting and information collection operations.
15	Time	To identify indicators of previously unanticipated threat patterns or activities.
16	Time	To review existing information on threat capabilities.
17	Time	To consider threat doctrine.
18	Time	To determine new information and intelligence requirements.
19	Time	To develop new information collection tasks and requests for information.

No.	Scale	Measure
20	Time	To update and disseminate the information collection plan.
21	Percent	Of specific information and intelligence requirements correctly answered.
22	Percent	Of reporting requirements correctly answered.

ART 2.3.2.1 DEVELOP THE INFORMATION COLLECTION PLAN

2-41. The operations officer develops the information collection plan. The entire unit staff analyzes each requirement to determine how best it is to be satisfied. The staff receives information collection tasks and requests for information from subordinate and adjacent units and higher headquarters. The information collection plan includes all assets that the operations officer can task or request and coordinating mechanisms to ensure adequate coverage of the area of interest. (FM 3-55) (USACAC)

No.	Scale	Measure
01	Yes/No	Intelligence staff provided the operations officer with the planning requirement tools.
02	Yes/No	Intelligence staff and operations officer determined asset availability in coordination with the rest of staff.
03	Yes/No	All organic, adjacent, and higher information collection assets were tasked against requirements.
04	Yes/No	Staff developed and linked information collection plan to commander and staff requirements.
05	Yes/No	Unit had the right mix of information collection assets for the area of operations.
06	Yes/No	Information collection plan addressed redundancy, mix, and cueing.
07	Yes/No	Unit determined unique support requirements for information collection assets to include maintenance, crew training, and connectivity.
08	Yes/No	Unit determined a scheme of support including fires, routes of movement and maneuver, medical and casualty evacuation, and sustainment.
09	Yes/No	Unit identified the reporting criteria, capabilities, and limitations of all information collection assets.
10	Yes/No	Unit linked information collection plan's specific information requirements to specific reporting criteria and latest time information is of value.
11	Yes/No	Information collection plan provided information and intelligence in sufficient time for the commander's decision making.
12	Yes/No	Information collection plan included a dissemination plan to include information tasked or requested from external organizations.
13	Yes/No	Operations officer disseminated information collection plan in time to produce operation orders and for subordinates to perform troop leading procedures.
14	Yes/No	Information collection plan supported the intelligence production and provided answers to requirements.
15	Time	To develop information collection plan.
16	Time	To disseminate the information collection plan.
17	Time	To determine availability of information collection assets.
18	Percent	Of available information collection assets identified.

ART 2.3.2.2 EXECUTE, EVALUATE, AND UPDATE THE INFORMATION COLLECTION PLAN

2-42. Evaluation of reporting, production, and dissemination identifies updates for the information collection plan. As the current tactical situation changes, staffs adjust the overall information collection plan to synchronize collection tasks. This optimizes collection and exploitation capabilities. The staff constantly updates requirements to ensure that information gathering efforts synchronize with current operations and support future operations planning. As collected information answers requirements, the staff updates the information collection plan. (FM 3-55) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit executed information collection plan.
02	Yes/No	Information collection assets met latest time information is of value for information collection tasks.
03	Yes/No	Information collection assets reported activity or lack of activity in the correct formats and through the required reporting channels.
04	Yes/No	The staff monitored and began evaluation of information collection operations.
05	Yes/No	The entire staff conducted analysis of information collection reporting.
06	Yes/No	Unit evaluated which priority intelligence requirements (PIRs) had been answered, evaluated which PIRs required modification, or created new PIRs.
07	Yes/No	Unit evaluated reports and identified which requirements had been answered.
08	Yes/No	Unit evaluated reports and identified new requirements.
09	Yes/No	Unit identified gaps or seams within the information collection plan (a continuous measure).
10	Yes/No	Technical authority and channels provided refined information or data to information collection assets.
11	Yes/No	Technical authority and channels provided new technical data to information collection assets.
12	Yes/No	Unit identified indicators of previously unanticipated threat patterns or activities.
13	Yes/No	Unit identified new requirements based on reporting and information collection operations.
14	Yes/No	Unit developed new information collection tasks and requests for information based on new specific information requirements.
15	Yes/No	Dynamic retasking refocused the information collection operations.
16	Yes/No	Operations officer periodically updated and disseminated information collection plan.
17	Time	To evaluate reporting and information collection operations.
18	Time	To determine threat patterns or activities from reporting and information collection operations.
19	Time	To evaluate and identify gaps or seams within the information collection plan.
20	Time	To identify indicators of previously unanticipated threat patterns or activities.
21	Time	To review existing information on threat capabilities.
22	Time	To consider threat doctrine.
23	Time	To determine new information and intelligence requirements.
24	Time	To develop new information collection tasks and requests for information.
25	Time	To generate and disseminate new information collection tasks as a result of dynamic retasking.
26	Time	To update and disseminate the information collection plan.
27	Percent	Of specific information and intelligence requirements correctly answered.
28	Percent	Of reporting requirements correctly answered.

ART 2.3.3 EXECUTE COLLECTION

2-43. Executing collection focuses on requirements tied to the execution of tactical missions, such as reconnaissance, surveillance, security, and intelligence operations, based on the commander's critical information requirements. Collection activities acquire information about the adversary and the area of operations and provide that information to intelligence processing and exploitation elements. Collection activities begin soon after receipt of mission and continue throughout preparation and execution of the operation. These activities do not cease at the end of the mission but continue as required. This allows the commander to focus combat power, execute current operations, and prepare for future operations simultaneously. (FM 3-55) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit answered the specific information requirement that prompted the collection.
02	Yes/No	Information collection system or assets oriented on objectives.
03	Yes/No	Units were assigned reconnaissance, surveillance, security, and intelligence operations that related directly to the information collection plan.
04	Yes/No	Information collection assets reported all information in a timely and accurate manner.
05	Yes/No	Units completed information collection missions no later than time specified in the order.
06	Yes/No	Identified support requirements for each asset were sufficient.
07	Yes/No	Unit maintained continuous collection by employing appropriate asset mix and cueing.
08	Yes/No	Information collection assets were dynamically retasked.
09	Yes/No	Technical authority and channels provided information or data that redirected reconnaissance assets on the objective.
10	Yes/No	Units practiced tactical patience when using information collection assets.
11	Yes/No	Information observed or gained from contact with the local population (Soldier surveillance and reconnaissance) by units conducting collection missions was collected by debriefing Soldiers or from unit reports.
12	Yes/No	New tasking was received as a result of dynamic retasking.
13	Time	From receipt of tasking until information collection assets were in place and operational.
14	Time	To report information to requesting unit or agency to satisfy priority intelligence requirements or information requirements.
15	Time	To redirect or reorient information collection assets to meet new collection requirements.
16	Percent	Of information collection assets collecting against assigned named areas of interest and target areas of interest.
17	Percent	Of priority intelligence requirements tied to commander's decision points.
18	Percent	Of specific information requirements developed from priority intelligence requirements.
19	Percent	Of collection requirements fulfilled by the primary means of information collection.
20	Percent	Of accuracy of data provided.
21	Percent	Of information collection mission-capable assets.

ART 2.3.4 CONDUCT INTELLIGENCE-RELATED MISSIONS AND OPERATIONS

2-44. The associated intelligence tasks (mission and debriefing program, intelligence coordination, technical authority, and intelligence support to personnel recovery) facilitate the conduct of reconnaissance and surveillance. These tasks also include specialized missions (such as exploitation of a sensitive site) that provide intelligence and information outside the traditional information collection construct. (FM 2-0) (USAICOE)

ART 2.3.4.1 ESTABLISH A MISSION INTELLIGENCE BRIEFING AND DEBRIEFING PROGRAM

2-45. Commanders establish, support, and allocate appropriate resources for a mission briefing and debriefing program. Conducting battle updates and after action reviews are separate tasks from the mission briefing and debriefing program. The intelligence officer develops a mission intelligence briefing plan and complementary debriefing plan to support the commander's program. Soldiers receive a mission intelligence briefing before executing an engagement or similar operation. The briefing sensitizes Soldiers to specific information and reporting requirements, information gaps, and unique mission requirements. The mission intelligence briefings and debriefings generally follow the format of a mission briefing: review the route traveled, collection objectives of the mission, and methods employed. The debriefing program

captures the specific information requirements the mission was to collect and any additional information and observations the patrol made concerning an operational environment. It also collects any fliers, pamphlets, media, or pictures the patrol found or obtained. (FM 2-0) (USAICOE)

Note: This program includes mission briefings and debriefings of Soldiers conducting engagements with host-nation personnel or other personnel of interest. When information addresses higher echelon collection requirements, debriefers draft an intelligence information report for publication.

No.	*Scale*	*Measure*
01	Yes/No	Commander established and supported a mission briefing and debriefing program.
02	Yes/No	Commander allocated appropriate resources (time, personnel, and a designated area) to support the mission briefing and debriefing program.
03	Yes/No	Unit performed battle update briefing and after action reviews separately from the mission briefing and debriefing program.
04	Yes/No	G-2 (S-2) developed a mission intelligence plan.
05	Yes/No	G-2 (S-2) allocated resources for the mission briefing.
06	Yes/No	G-2 (S-2) developed a complementary debriefing plan.
07	Yes/No	G-2 (S-2) allocated resources for the debriefing.
08	Time	That commander allocated to mission briefings and debriefings.
09	Time	That G-2 (S-2) allocated for mission intelligence briefing.
10	Time	That G-2 (S-2) allocated to conduct debriefings.

ART 2.3.4.1.1 Establish a Mission Intelligence Briefing Plan

2-46. The intelligence section develops a mission intelligence briefing plan. The mission intelligence briefing plan identifies information Soldiers executing patrols should be seeking. It ensures that all Soldiers conducting engagements, patrols, tactical movements, and nontactical movements are sensitized to specific information and reporting requirements, information gaps, and unique mission requirements. The intelligence mission briefing and debriefing generally follow the format of a mission briefing: review the route traveled, collection objectives of the patrol, and methods employed. (FM 2-0) (USAICOE)

No.	*Scale*	*Measure*
01	Yes/No	Mission intelligence briefing contained terrain impacts update.
02	Yes/No	Mission intelligence briefing contained civil considerations update.
03	Yes/No	All patrols, tactical movements, and nontactical movements received mission intelligence briefing.
04	Yes/No	Mission intelligence briefing contained weather effects update.
05	Yes/No	Mission intelligence briefing contained threat update.
06	Yes/No	Mission intelligence briefing contained route update.
07	Yes/No	Mission intelligence briefing contained focus areas for observation.
08	Yes/No	Mission intelligence briefing contained updated collection requirements.
09	Yes/No	Mission intelligence briefing provided criteria for immediate reporting requirements.
10	Yes/No	Mission intelligence briefing provided reporting requirements for nonpriority reporting.
11	Yes/No	Mission briefing contained reporting requirements for unusual activity or complete lack of activity by the local population.
12	Yes/No	Mission briefing contained requirements for handling and disposing of collected documents.
13	Yes/No	Mission briefing contained requirements for enemy prisoner of war, detainee, and captured enemy document handling and disposition.
14	Yes/No	Mission intelligence briefing contained requirements for use of digital photography.

ART 2.3.4.1.2 Establish a Debriefing Plan

2-47. The intelligence section develops a complementary debriefing plan. The debriefing plan captures information related to the specific information requirements the patrol was to collect any additional information and observations the patrol made concerning an operational environment. It also collects any fliers, pamphlets, media, or pictures the patrol found or obtained. The plan should involve all returning patrols, leaders who traveled to meetings, returning human intelligence collection teams, aircrews, and others who may have obtained information of intelligence value. The intelligence section debriefs personnel. Debriefers then write and submit a report or report information verbally, as appropriate. The requirement for a debriefing by the intelligence section following each mission should be a part of the intelligence mission briefing. Leaders should not consider the mission complete and release the personnel until leaders complete the reporting and debriefings. (FM 2-0) (USAICOE)

No.	*Scale*	*Measure*
01	Yes/No	Unit attended and participated in all patrols, tactical movements, and nontactical movements in postmission intelligence debriefing upon return.
02	Yes/No	Unit completed and submitted mission reports for all patrols, tactical movements, and nontactical movements upon return.
03	Yes/No	Unit conducted debriefing in a logical and organized manner.
04	Yes/No	Unit conducted debriefing with all members of the patrols, tactical movements, and nontactical movements.
05	Yes/No	Debriefing addressed information pertaining to the tasked collection requirements.
06	Yes/No	Debriefing addressed additional details on information provided through immediate reporting during the mission or movement.
07	Yes/No	Debriefing addressed information provided through nonpriority reporting during the mission or movement.
08	Yes/No	Debriefing addressed unusual activity or complete lack of activity by the local population observed during the mission or movement.
09	Yes/No	Debriefing addressed documents found or photographed during the mission or movement.
10	Yes/No	Debriefing addressed any enemy prisoner of war and detainee encountered during the mission.
11	Yes/No	Debriefing addressed any conversations unit members had with the local populace.
12	Yes/No	Unit coordinated and deconflicted intelligence operations and assets with other unified action partners.

ART 2.3.4.2 Conduct Intelligence Coordination

2-48. Conduct intelligence coordination is the task carried out by the intelligence section to facilitate active collaboration, laterally and vertically. It includes establishing and maintaining technical channels to refine and focus the intelligence disciplines in information collection tasks. It also properly coordinates the discipline assets when operating in another unit's area of operations. (FM 2-0) (USAICOE)

No.	*Scale*	*Measure*
01	Yes/No	Technical authority and channels capability and expertise resided in the G-2 or S-2.
02	Yes/No	Unit used technical authority and channels to train assets before the mission.
03	Yes/No	Unit used technical authority and channels to identify, define clearly, and disseminate the legal limits of how to use specific information collection assets.
04	Yes/No	Unit handled technical information and guidance to support operations following all applicable regulations, policies, and procedures.
05	Yes/No	Intelligence assets and units coordinated with friendly units when entering, moving through, or departing friendly lines or areas of operations.

No.	Scale	Measure
06	Yes/No	Unit monitored the technical authority and channels of operations to ensure operations conducted within applicable regulations, policies, and procedures; provided control measures for information collection synchronization effort; and ensured a collaborative collection and information environment.
07	Yes/No	Intelligence assets and units identified specific officers for liaison to exchange relevant information and intelligence with friendly units.

ART 2.3.4.2.1 Establish and Maintain Technical Authority and Channels

2-49. Intelligence commanders and intelligence staffs maintain control of each intelligence discipline during operations through technical channels to ensure adherence to applicable laws and policies, ensure proper use of doctrinal techniques, and provide technical support and guidance. Applicable laws and policies include all relevant United States laws, the law of war, international laws, Department of Defense directives, Department of Defense instructions, and orders. Commanders direct operations but often rely on the intelligence section's technical expertise to conduct portions of the unit's collection effort. Technical channels also involve translating information collection tasks into the specific parameters used to focus highly technical or legally sensitive aspects of the information collection effort. Technical channels include—but are not limited to—defining, managing, or guiding the use of specific information collection assets; identifying critical technical collection criteria such as technical indicators; recommending collection techniques, procedures, or assets; coordinating operations; and directing specialized training for specific military intelligence personnel or units. (FM 2-0) (USAICOE)

Note: In specific cases, regulatory authority is granted to specific national and Department of Defense intelligence collection organizations for specific intelligence discipline collection and is passed through technical channels.

No.	Scale	Measure
01	Yes/No	Technical authority and channels capability and expertise resided within the G-2 or S-2.
02	Yes/No	Unit requested technical authority and channel capability as well as resident expertise if they were not resident within the G-2 or S-2.
03	Yes/No	Unit used technical authority and channels to train assets before the mission.
04	Yes/No	Unit conducted operations per all applicable regulations, policies, and procedures to include classification and security considerations.
05	Yes/No	Unit used technical authority and channels to identify, define clearly, and disseminate the legal limits of the use of specific information collection assets.
06	Yes/No	Unit handled technical information and guidance to support operations per all applicable regulations, policies, and procedures.
07	Yes/No	Unit monitored technical authority and channels to ensure operations conducted within applicable regulations, policies, and procedures.
08	Yes/No	Technical authority and channels reported operations and missions that violated applicable regulations, policies, and procedures.
09	Yes/No	Unit used technical authority and channels to determine what existing national intelligence assets or higher echelon Army assets were satisfying requirements that allowed organic assets to be reallocated for other missions.
10	Yes/No	Unit used technical authority and channels to determine the minimum intelligence assets required for the mission periodically reevaluated.
11	Yes/No	Technical authority and channels provided technical guidance and control measures to the G-2 or S-2 for information collection synchronization efforts.
12	Yes/No	Technical authority provided the commander information and intelligence to support targeting of the threat.

No.	Scale	Measure
13	Yes/No	Technical authority and channels monitored and identified all technical control measures to ensure unit met reporting criteria.
14	Yes/No	Technical authority and channels ensured a collaborative collection and information environment for all available intelligence disciplines.
15	Yes/No	Technical controls ensured continuous technical interface among all applicable information collection assets.
16	Yes/No	G-2 or S-2 section monitored information collection and compared it to the event template and matrix to determine if the technical authority and channels were meeting predicted course of action requirements.
17	Time	To identify, define, and disseminate the legal limits using technical authority and channels.
18	Time	To provide information and guidance to support operations using technical authority and channels.
19	Percent	Of technical guidance and control measures given to the G-2 or S-2 for information collection synchronization efforts.

ART 2.3.4.2.2 Conduct Deconfliction and Coordination

2-50. Conduct deconfliction and coordination consists of a series of related activities that facilitate operations in another unit's area of operations (AO). These activities facilitate successful information collection, support of the operation, and fratricide avoidance. Military intelligence organizations may be used in general support for coverage of an AO or in direct support to a specific unit. Military intelligence organizations operating in general support should coordinate with unit commanders when operating in that unit's AO. At a minimum, the military intelligence organizations announce their presence and request information on any conditions or ongoing situations that may affect how they conduct their mission—organizations should conduct thorough face-to-face coordination. A military intelligence organization operating in direct support of a specific unit coordinates with the unit for augmentation to conduct operations in accordance with force protection requirements. The military intelligence organization's leader also coordinates with the supported unit's intelligence section for debriefings of returning members, convoy leaders, and others. (FM 2-0) (USAICOE)

No.	Scale	Measure
01	Yes/No	Intelligence assets and units coordinated with friendly units when entering, moving through, or departing friendly lines or AOs.
02	Yes/No	Intelligence assets and units provided a liaison with the friendly forward unit, when available.
03	Yes/No	Intelligence assets and units coordinated with the friendly forward unit within whose AO they would be operating. Units exchanged graphics and overlays; fire support (en route, at mission location, and return); casualty evacuation procedures; passwords (running, forward of friendly lines); recognition signals, call signs, and frequencies; approved routes for movement; off-limits or restricted areas; maintenance and resupply points; reporting criteria to share relevant information and intelligence; and key information concerning an operational environment.
04	Yes/No	Intelligence assets and units exchanged relevant information and intelligence with the friendly forward unit.
05	Yes/No	Intelligence organizations coordinated and deconflicted intelligence operations and assets with other unified action partners.

ART 2.3.4.3 Support Site Exploitation

2-51. *Site exploitation* is a series of activities to recognize, collect, process, preserve, and analyze information, personnel, and/or materiel found during the conduct of operations (JP 3-31). A site, in general, is a location that potentially contains valuable information. (ATP 3-90.15) (USACAC)

No.	Scale	Measure
01	Yes/No	Exploitation of the sensitive site supported United States operational or strategic diplomatic, informational, military, and economic goals.
02	Yes/No	Unit supporting the exploitation of the site isolated, seized, secured, and cleared the site or relieved a unit that accomplished those tactical missions prior to exploiting the site under the technical direction of subject matter experts.
03	Yes/No	Enemy or adversary knew that United States forces had exploited the site.
04	Yes/No	Tactical unit task-organized itself appropriately to accomplish the mission of supporting the exploitation of the site and compensated for losses.
05	Yes/No	Enemy or adversary failed to exfiltrate sensitive equipment or materiel from the site.
06	Yes/No	Unit supporting the site exploitation did not suffer casualties because of a failure to manage risks associated with the site properly.
07	Yes/No	Enemy or adversary failed to destroy sensitive equipment, materiel, and documents or to purge computers of sensitive information before securing the site.
08	Yes/No	Commander of the unit supporting the exploitation of the site maintained situational understanding throughout the operation.
09	Yes/No	Members of the unit supporting the exploitation had access to a high fidelity common operational picture throughout the operation consistent with operations security.
10	Yes/No	Leaders of the unit supporting the exploitation of the site used the military decisionmaking process or troop leading procedures correctly to include identifying search locations, security positions, boundaries, and fire support coordination measures.
11	Yes/No	Unit conducted operations per established rules of engagement and consideration for the nature of the site.
12	Yes/No	Unit recorded results of the search and appropriately disseminated results.
13	Yes/No	Unit supporting the exploitation of the site appropriately killed, captured, or detained enemy soldiers, adversaries, sensitive individuals, and neutrals in the site.
14	Yes/No	Detainees had their prints scanned by biometric sensors and pictures taken for the biometric database.
15	Yes/No	Unit ran detainees' prints and photos against the biometrics watchlist to determine the potential value of the detainee.
16	Time	Necessary to isolate the site, forces, and individuals located in the site from outside physical, informational, and psychological support.
17	Time	Necessary to seize the site.
18	Time	Necessary to secure the site.
19	Time	Necessary to search the site.
20	Time	Necessary to establish liaison with and deploy technical experts to the site.
21	Percent	Of potential personnel, documents, electronic data, and materiel located in the site discovered during the search.
22	Percent	Of personnel biometrically enrolled.
23	Number	Of military working dogs needed to detect explosives or narcotics.

ART 2.3.4.4 CONDUCT EXPLOSIVE ORDNANCE DISPOSAL SUPPORT

2-52. The explosive ordnance disposal (EOD) combined joint task force provides support to the intelligence warfighting function. This task enables synchronizing the information collection tasks conducted during site exploitation, developing intelligence based on collected information, and distributing intelligence to support targeting and tactics, techniques, and procedures adjustments. (FM 4-30) (CASCOM)

No.	Scale	Measure
01	Yes/No	Explosive hazard information collected by the EOD unit enabled targeting of individuals or groups and changing tactics, techniques, and procedures.
02	Yes/No	Unit received operation order or fragmentary order.
03	Time	For S-3 to develop common memory aids.
04	Time	For S-3 to organize a liaison with agencies for sharing EOD common intelligence.
05	Time	For S-3 to coordinate the collection, evaluation, and exploration of actionable explosive ordnance intelligence and information.
06	Time	For S-3 to coordinate policy for the exchange of EOD technical intelligence and information with joint, interagency, intergovernmental, multinational, United Nations, nongovernmental organizations, and other government agencies partners.
07	Time	For S-3 to accumulate information to pass on to follow-on forces for continuity of operations.
08	Time	For S-3 to coordinate policy for accumulating explosive ordnance, technical intelligence, and weapons information.
09	Time	For commander, S-2, and S-3 to define technical intelligence requirements and priorities.
10	Time	For S-2 and S-3 to advise the operational staff of munitions use and explosive ordnance generation during targeting process.
11	Time	For S-2 and S-3 to obtain and analyze information regarding munitions employed in targeting process.

ART 2.3.4.4.1 Provide Explosive Ordnance Disposal Weapons Technical Intelligence Support

2-53. Theater-level labs exploit first seen foreign ordnance, ordnance items of interest, and improvised explosive devices to develop weapons technical intelligence. Ordnance items requiring a higher level of exploitation are forwarded to labs based in the continental United States that develop tools, equipment, and render-safe procedures for explosive ordnance disposal (EOD) technicians. (FM 4-30) (CASCOM)

No.	Scale	Measure
01	Yes/No	EOD support allowed the unit to accomplish its mission.
02	Yes/No	Collateral damage incurred during EOD operation was within acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during the EOD operation.
04	Yes/No	Unit forwarded items and components of technical intelligence value to appropriate headquarters or agency.
05	Time	To provide timely support to theater operation requests.
06	Time	To coordinate with reporting agency for site support assistance such as engineer, medical, security, and transportation.
07	Time	To identify personnel, equipment, procedures, and additional support requirements.
08	Time	To manage gathered information (what, when, where, how delivered, and type) regarding munitions.
09	Time	To document render-safe procedures, as conducted, for unknown ordnance if technical intelligence data does not exist.
10	Time	To determine if items are safe for shipment or storage.
11	Time	To manage chemical and biological samples for analysis.
12	Percent	Of safety precautions enforced during EOD operations.
13	Percent	Of available EOD personnel expended on developing render-safe procedures or conducting post-blast analysis.
14	Number	And types of appropriate intelligence reports prepared within a given period.
15	Number	Of battle damaged vehicles, buildings, or the like analyzed for post-blast damage.

ART 2.3.4.4.2 Execute Explosive Ordnance Collection

2-54. Explosive ordnance disposal (EOD) teams are the primary collectors of information on explosive ordnance and perform the first technical assessment of found or captured weapons and ordnance. EOD teams provide highly detailed and valuable information on the threats use, emplacement, and the desired effects of improvised explosive devices, captured weapons, and ordnance. (ATP 4-32) (CASCOM)

No.	*Scale*	*Measure*
01	Yes/No	Collection enhanced understanding of the threat.
02	Yes/No	Unit received commander's critical information requirements.
03	Time	To prioritize and allocate resources.
04	Time	To plan requirements and assess collection.
05	Time	To identify explosive ordnance items of concern.
06	Time	To develop technical intelligence ordnance collection list.
07	Time	To task intelligence collection.
08	Time	To process and analyze information.
09	Time	To process collected documents and media.
10	Percent	Of intelligence produced from analyzed information.
11	Number	Of high-value targets identified.

ART 2.3.4.4.3 Conduct Explosive Ordnance Disposal Exploitation

2-55. Results of on-scene exploitation conducted by the explosive ordnance disposal (EOD) team after the rendering safe of unexploded explosive ordnance or an improvised explosive device are immediately reported to and used by the on-scene commander as appropriate. EOD teams operating in a specific area of operations are the best providers of information related to explosive hazards due to the frequency that the team is employed and the wide area to which the teams provide support. (FM 4-30) (CASCOM)

No.	*Scale*	*Measure*
01	Yes/No	Explosive hazard information collected by the EOD unit allowed for the targeting of individuals or groups and the changing of tactics, techniques, and procedures.
02	Yes/No	Unit received operation order or fragmentary order.
03	Time	For S-3 to develop common memory aids.
04	Time	For S-3 to organize a liaison with agencies for sharing EOD common intelligence.
05	Time	For S-3 to coordinate the collection, evaluation, and exploitation of explosive ordnance.
06	Time	For S-3 to coordinate policy for the exchange of EOD technical intelligence or information with joint, interagency, intergovernmental, multinational, United Nations, nongovernmental organizations, and other government agencies partners.
07	Time	For S-3 to accumulate information to pass on to follow-on forces for continuity of operations.
08	Time	For S-3 to coordinate policy for accumulating explosive ordnance, technical intelligence, and weapons information.
09	Time	For commander, S-2, and S-3 to define technical intelligence requirements and priorities.
10	Time	For S-2 and S-3 to advise the operational staff of munitions use and explosive ordnance generation during the targeting process.
11	Time	For S-2 and S-3 to obtain and analyze information regarding munitions employed in the targeting process.

ART 2.3.4.5 Provide Intelligence Support to Personnel Recovery

2-56. Intelligence support to personnel recovery (PR) consists of intelligence activities and capabilities focused on gathering information to recover and return United States personnel—whether Soldier, Army

civilian, selected Department of Defense contractors, or other personnel as determined by the Secretary of Defense—who are isolated, missing, detained, or captured in a specific area of operations. This support also includes developing detailed analysis, detailed products, and estimates to support operations undertaken to recover isolated, missing, detained, or captured personnel. (FM 3-50) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Unit conducted PR-focused mission analysis.
02	Yes/No	Unit conducted PR-focused intelligence preparation of the battlefield.
03	Yes/No	Unit conducted support to PR planning, preparation, and execution.
04	Yes/No	Unit incorporated PR into information collection plan.
05	Yes/No	Unit established PR intelligence architecture and network.
06	Yes/No	Unit established PR communications architecture and network.

ART 2.3.4.5.1 Conduct Personnel Recovery-Focused Intelligence Preparation of the Battlefield

2-57. Although the steps in the intelligence preparation of the battlefield process remain the same for all operations, analysts realize that personnel recovery operations require additional considerations. All echelons and units must be prepared to support personnel recovery in their area of operations and for all missions and operations conducted. (FM 3-50) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Unit provided weather conditions, forecasts, and updates (advisories, watches, and warnings) that provided coverage during mission and included data pertaining to starting point, recovery site, routes to and from recovery site, and effects on the threat or local population.
02	Yes/No	Unit provided effects of weather on survivability for isolated, missing, detained, or captured personnel.
03	Yes/No	Unit queried geospatial information and services archives and available databases for information pertaining to terrain analysis of recovery site, building plans, and complex layout, slope, and gradient analysis of recovery site and route (to include ingress and egress routes).
04	Yes/No	If lacking sufficient geospatial information and services information, unit consulted civil affairs, military information support operations, human intelligence, and other pertinent staff or files that might have pertinent information.
05	Yes/No	Unit determined production strategy to fill geospatial data shortfalls after receiving National Geospatial-Intelligence Agency's initial assessment of product and data availability and suitability.
06	Yes/No	Unit developed modified combined obstacle overlays for threat, situational, and event templates.
07	Yes/No	Intelligence personnel identified known or suspected criminal groups, gangs, and organizations that posed a risk to combat search and rescue operations.
08	Yes/No	Intelligence personnel identified potential pickup zones, landing zones, and drop zones for feasibility, defense, and threats; ground and air routes for conditions, detours, hazards, and obstacles; and named areas of interest and target areas of interest in vicinity of recovery site to include areas for possible suppression of enemy air defense.
09	Yes/No	Intelligence personnel identified potential cultural considerations of local populations in vicinity of recovery site; population safe and support status; local customs and values that impacted the recovery; social and human factors that impacted the recovery; political parties and factions; and economic impacts.
10	Yes/No	Intelligence personnel identified known or suspected threat forces in the area (military, paramilitary, guerilla forces, insurgents, and terrorists); enemy capabilities to counter combat search and rescue; potential enemy captivity and interrogation procedures; and special capabilities (counterintelligence, electronic measures, ground surveillance radar, night vision devices, aerial and satellite surveillance capabilities, and suspected interrogation techniques).

No.	Scale	Measure
11	Yes/No	Unit developed an intelligence overlay of pertinent threat characteristics.
12	Yes/No	Unit coordinated with the rest of the staff to identify and post friendly units (to include multinational partners), elements, or groups in the area of operations to include coordination lines, applicable local law enforcement agencies, and political and local leaders or local populations.

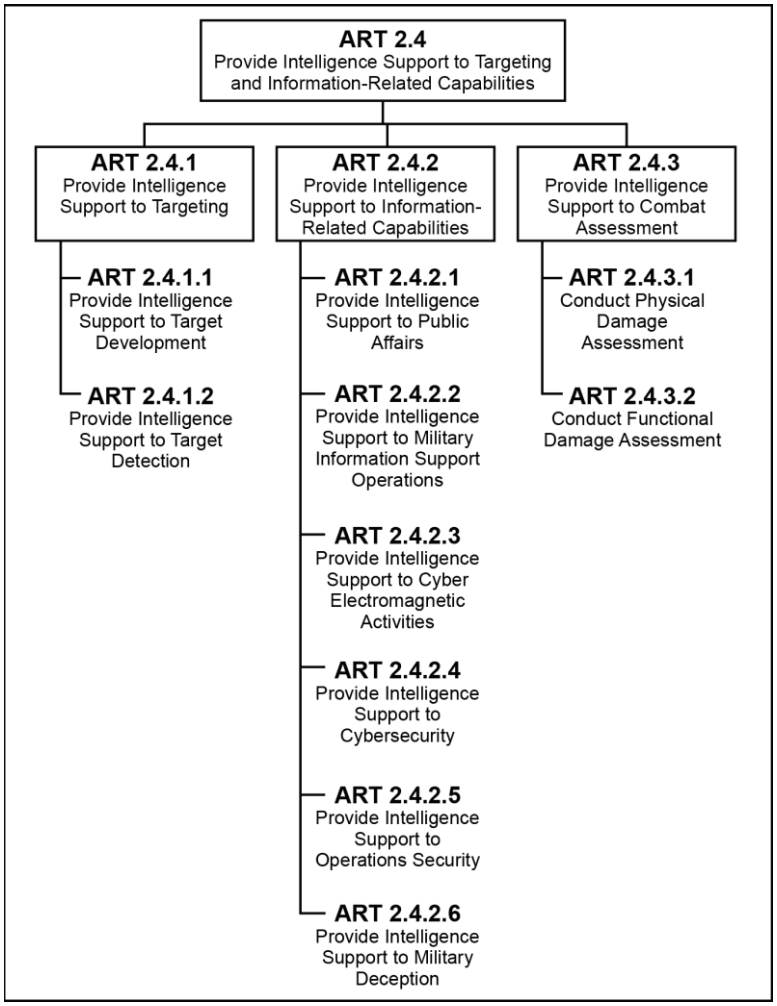
ART 2.3.4.5.2 Conduct Support to Personnel Recovery Planning and Execution

2-58. To accomplish the mission, the commander and staff ensure resources are available to collect, analyze, and produce intelligence for the planning and execution of personnel recovery operations. The personnel recovery (PR) intelligence support team immediately identifies the appropriate assets to best satisfy the commander's critical information requirements for PR from the available resources. To accomplish this, the team is familiar with every sensor's capabilities and limitations so they can adjust sensor taskings to ensure the optimal resource usage in real time. Information collection support starts with receiving and analyzing information from the unit reporting the isolated, missing, detained, or captured (IMDC) personnel. Then the effort focuses on receiving, processing, fusing, and analyzing information originating from organic collectors and theater, joint, and national agencies and organizations. It is critical that coordination with higher headquarters is established to assist in PR operations. (FM 3-50) (USACAC)

No.	Scale	Measure
01	Yes/No	The commander and staff ensured resources were made available to collect, analyze, and produce intelligence for planning and executing PR operations to retrieve IMDC personnel (to include contractors and Department of the Army Civilians).
02	Yes/No	The staff developed a PR plan and included PR in the information collection plan.
03	Yes/No	The staff consisted of adequately trained PR personnel.
04	Yes/No	The staff tasked identified resources in accordance with the Annex L (Information Collection) and Appendix 13 (Personnel Recovery) to Annex E (Protection) of the operation order.
05	Yes/No	The available assets best satisfied the requirements identified.
06	Yes/No	The available assets best satisfied the requirements tasked in the order.
07	Yes/No	The intelligence assets allocated to PR were adequate for mission accomplishment.
08	Yes/No	Unit received report of IMDC personnel.
09	Yes/No	Unit IMDC report standards were met when notified of IMDC personnel.
10	Yes/No	The information on the IMDC incident was sufficient to begin PR.
11	Yes/No	Units executed their be-prepared and on-order PR tasks per the operation order.
12	Yes/No	Unit established PR intelligence and communications architecture and network.
13	Yes/No	PR intelligence and communications architecture and network were adequate.
14	Yes/No	The information collection plan required significant adjustment.
15	Yes/No	Unit completed an after action review of PR plan and operation.
16	Yes/No	Unit implemented the lessons learned from the after action review into future PR planning.
17	Yes/No	The PR plan was adequate to accomplish the mission.
18	Yes/No	Higher headquarters assets were required to cover gaps in the PR plan.
19	Time	To report IMDC personnel.
20	Time	For subordinate units to reorient, move into position, or reposition to execute be-prepared and on-order PR tasks.
21	Time	To request and task assets (higher or adjacent) to reorient, move into position, or reposition to execute their PR tasks.
22	Time	To establish the PR intelligence architecture and network.
23	Time	To establish the PR communications architecture and network.

No.	Scale	Measure
24	Time	For staff to readjust the information collection plan significantly.
25	Time	To issue the updated plan and to execute the updated plan.
26	Percent	Of significant adjustment the information collection plan required.

SECTION IV – ART 2.4: PROVIDE INTELLIGENCE SUPPORT TO TARGETING AND INFORMATION-RELATED CAPABILITIES



2-59. Provide intelligence support to targeting and information-related capabilities is the task of providing the commander information and intelligence support for targeting through lethal and nonlethal actions. It includes intelligence support to the planning, preparation, execution, and assessment of direct and indirect fires, information operations, cyber electromagnetic activities, cybersecurity, operations security, and military deception, as well as assessing the effects of those operations. (FM 2-0) (USAICOE)

Note: This task branch supports both direct (ART 1.4 [Conduct Direct Fires]) and indirect (ART 3.3 [Integrate Air-Ground Operations]) delivery of fires. This task is also linked with ART 5.1.4.3 (Provide Combat Assessment), ART 5.12 (Synchronize Information-Related Capabilities), and ART 5.12.1 (Integrate Information-Related Capabilities).

No.	Scale	Measure
01	Yes/No	The entire staff identified, nominated, and prioritized targets for lethal and nonlethal actions.
02	Yes/No	Unit determined whether lethal, nonlethal, or a combination of lethal and nonlethal actions will achieve the best effect or the desired outcome.
03	Yes/No	Unit linked targets to specific tasks within the information collection plan.
04	Yes/No	Unit identified information collection assets that the operations officer can retask to acquire new targets per the commander's targeting priorities.
05	Percent	Of information requirements identified for lethal and nonlethal effects.
06	Percent	Of information requirements identified for combat assessment and battle damage assessment.
07	Percent	Of combat assessments and battle damage assessments that identified if targets achieved the desired effects or required reattack.
08	Percent	Of targeting databases developed, maintained, and updated.

ART 2.4.1 PROVIDE INTELLIGENCE SUPPORT TO TARGETING

2-60. The intelligence officer (supported by the entire staff) provides the fire support coordinator, information operations officer, and electronic warfare officer, and other staff officers with information and intelligence for targeting the threat's forces and systems with direct and indirect fires to create lethal and nonlethal effects. The information and intelligence includes identification of threat capabilities and limitations. The targeting process uses the decide, detect, deliver, and assess methodology. The intelligence officer supports targeting by providing accurate, current intelligence and information to the staff and ensuring the information collection plan supports the finalized targeting plan. (FM 2-0) (USAICOE)

Note: This task branch supports ART 3.1.3 (Detect Surface Targets) and is a byproduct of decide, detect, deliver, and assess.

No.	Scale	Measure
01	Yes/No	The intelligence officer identified threat command and control nodes, to include all aspects.
02	Yes/No	The intelligence officer identified threat communications systems, to include all aspects.
03	Yes/No	The intelligence officer identified threat computer systems, to include all aspects.
04	Yes/No	The intelligence officer identified threat personnel.
05	Yes/No	The fire support coordinator, information operations officer, intelligence officer, and electronic warfare officer received information and intelligence support for targeting of the adversary's forces through lethal and nonlethal means.
06	Yes/No	Risks to cultural, historic sites, religious centers, medical facilities, natural resources, hazard areas (such as nuclear power plants, chemical facilities, and oil refineries), and judicial system facilities (police, legal, and corrections) were assessed and included in target nomination criteria.
07	Time	To detect all aspects of the threat command and control nodes.
08	Time	To detect all aspects of the threat communications systems.
09	Time	To detect all aspects of the threat computer systems.
10	Time	To provide the fire support coordinator, information operations officer, and electronic warfare officer information and intelligence support for targeting of the threat's forces through fires and nonlethal capabilities, to include updates.
11	Percent	Of threat command and control nodes vulnerable to electronic attack and electronic support.
12	Percent	Of threat computer systems vulnerable to cyberspace attack and computer network exploitation.

No.	Scale	Measure
13	Percent	Of threat command and control nodes disrupted and degraded.
14	Percent	Of threat command and control nodes monitored.
15	Percent	Of threat computer systems compromised.
16	Percent	Of threat computer systems monitored.

ART 2.4.1.1 Provide Intelligence Support to Target Development

2-61. This task involves the systematic analysis of threat forces and operations to determine high-value targets (people, organizations, or military units the threat commander requires for successful completion of the mission), high-payoff targets (people, organizations, or military units whose loss to the enemy contributes significantly to the success of the friendly course of action), and systems and system components for potential attack through maneuver, fires, electronic means, or information operations activities. (FM 2-0) (USAICOE)

No.	Scale	Measure
01	Yes/No	Unit developed target critical components on high-value targets.
02	Yes/No	Unit refined target critical components as high-payoff targets.
03	Yes/No	Unit passed critical components to targeting cell in sufficient time to engage targets.
04	Yes/No	Unit identified, nominated, and prioritized targets for lethal or nonlethal action.
05	Yes/No	Staff integrated information operations requirements into target development.
06	Yes/No	Staff identified target areas of interest associated with each lethal or nonlethal action.
07	Yes/No	Unit utilized biometrics-enabled intelligence to develop targeting packages on persons of interest or high-value targets.
08	Time	To identify, nominate, and prioritize targets for lethal or nonlethal action.
09	Time	To develop target list and perform target system analysis, vulnerability assessment, and target validation based on commander's guidance.
10	Time	To identify target areas of interest for each lethal or nonlethal action.
11	Percent	Of targeted system vulnerabilities identified correctly.
12	Number	Of correctly identified critical components in targeted systems.
13	Number	Of correctly identified targets for lethal and nonlethal action.

ART 2.4.1.2 Provide Intelligence Support to Target Detection

2-62. The intelligence officer establishes procedures for dissemination of targeting information. The targeting team develops the sensor and attack guidance matrix to determine the sensors required to detect and locate targets. The intelligence officer places these requirements into the information collection synchronization tools for later incorporation into the information collection plan. (FM 2-0) (USAICOE)

No.	Scale	Measure
01	Yes/No	The intelligence officer linked targets to specific sensors for near real-time targeting and included targets in the information collection synchronization plan.
02	Yes/No	The intelligence officer included targets and sensors in the sensor and attack guidance matrix.
03	Yes/No	The intelligence officer disseminated targeting information to appropriate systems for lethal and nonlethal actions.
04	Time	For sensor to pass targeting data to appropriate systems for lethal and nonlethal actions.
05	Percent	Of targets linked to sensor and appropriate systems for lethal and nonlethal actions.

ART 2.4.2 PROVIDE INTELLIGENCE SUPPORT TO INFORMATION-RELATED CAPABILITIES

2-63. Intelligence support to information-related capabilities includes intelligence support to the planning, preparation, and execution of information operations, cybersecurity, operations security, and military deception, as well as assessing the effects of those operations. Key activities reflected in this task include communications, planning, synchronization, and integration of intelligence into plans and orders. (FM 2-0) (USAICOE)

Note: This task branch only addresses those intelligence tasks that support the conduct of Army information tasks. The actual conduct of information operations, cyber electromagnetic activities, cybersecurity, and other information-related activities are tasks addressed elsewhere:

- ART 5.9 (Conduct Cyber Electromagnetic Activities) is the other activity related to Army information tasks.
- ART 5.10.2 (Perform Department of Defense Information Network Operations) addresses the conduct of passive measures that protect information and systems.
- This task supports ART 5.12.2.3 (Conduct Information Operations Intelligence Support).

No.	*Scale*	*Measure*
01	Yes/No	Unit maintained intelligence support to targeting database.
02	Yes/No	Unit identified, prioritized, and nominated each target.
03	Yes/No	Unit identified intelligence support for each element of information operations involved in the operation and integrated it into the information collection plan.
04	Yes/No	Unit performed battle damage assessment on targets and target systems.
05	Time	To determine support required for information operations.
06	Time	To determine specific information requirements for information operations.
07	Time	To determine the effects on targets engaged.
08	Time	To provide combat assessments in support of information operations.
09	Percent	Of requirements answered.

ART 2.4.2.1 Provide Intelligence Support to Public Affairs

2-64. This task entails military intelligence organizations collecting and providing information and intelligence products concerning civil considerations in the area of operations to support public affairs activities. (FM 2-0) (USAICOE)

No.	*Scale*	*Measure*
01	Yes/No	Intelligence support required for public affairs identified through intelligence preparation of the battlefield.
02	Yes/No	Unit provided intelligence information to identify pertinent civil considerations that affect public affairs activities.
03	Yes/No	Unit provided intelligence support to identify populace perceptions, sentiments, attitudes, mores, allegiances, alliances, and behaviors.
04	Yes/No	Unit provided intelligence support to identify nongovernmental and international organizations in the operational area.
05	Yes/No	Unit identified all relevant government agencies, organizations, or departments that affected public affairs activities.
06	Yes/No	Unit provided intelligence support to identify trends reflected by the national and international media.

No.	Scale	Measure
07	Yes/No	Unit provided intelligence support to identify the location, biases, and agenda of national media representatives in the operational area.
08	Yes/No	Unit provided intelligence support to identify the location, biases, and agenda of international media representatives in the operational area.
09	Yes/No	Unit provided intelligence support to identify adversary misinformation, disinformation, and propaganda capabilities.
10	Yes/No	Unit provided intelligence and information to public affairs per all applicable regulations, policies, and laws.
11	Time	To identify pertinent civil considerations that affected public affairs activities.
12	Time	To identify populace perceptions, sentiments, attitudes, mores, allegiances, alliances, and behaviors.
13	Time	To identify nongovernmental and international organizations in an operational environment.
14	Time	To identify all relevant government agencies, organizations, or departments that affected public affairs activities.
15	Time	To identify trends reflected by the national and international media.
16	Time	To identify the location, biases, and agenda of national media representatives in the operational area.
17	Time	To identify the location, biases, and agenda of international media representatives in the operational area.
18	Time	To identify adversary or enemy misinformation, disinformation, and propaganda capabilities.
19	Percent	Of accurate information and intelligence provided to public affairs for civil considerations that affected public affairs activities.

ART 2.4.2.2 Provide Intelligence Support to Military Information Support Operations

2-65. Military information support operations (MISO) requires information and intelligence to support analysis of foreign target audiences and their environment to include the following factors: political, military, economic, social, information, infrastructure, physical environment, and time. Continuous and timely intelligence is required to assess target audience behavioral trends. Information and intelligence focus on target audience motivation and behavior; indicators of success or lack of success (measure of effectiveness); and the target audience's reaction to friendly, hostile, and neutral forces actions. (FM 2-0) (USAICOE)

No.	Scale	Measure
01	Yes/No	Unit identified intelligence support required for MISO through intelligence preparation of the battlefield and support to targeting.
02	Yes/No	Unit responded to MISO specific information requirements concerning the civil considerations.
03	Yes/No	Unit completed combat assessment on targets.
04	Time	To determine the effects on the targets engaged.
05	Time	To provide combat assessments in support of MISO.
06	Percent	Of MISO information requests to which unit responded.

ART 2.4.2.3 Provide Intelligence Support to Cyber Electromagnetic Activities

2-66. Military intelligence organizations provide information to identify threat decision making and command and control nodes, processes, and means in order of criticality. Intelligence also helps identify threat systems, activities, and procedures that may be vulnerable. Intelligence support to cyber electromagnetic activities increases its capability and leverage to seize, retain, and exploit an advantage over adversaries and enemies in both cyberspace and the electromagnetic spectrum. (FM 2-0) (USAICOE)

No.	Scale	Measure
01	Yes/No	Unit identified threat command and control nodes.
02	Yes/No	Unit identified threat communications systems.
03	Yes/No	Unit identified threat computer systems.
04	Yes/No	Unit identified intelligence support required for electronic and cyberspace attack through intelligence preparation of the battlefield and support to targeting.
05	Yes/No	Unit identified the threat's assets, processes, patterns, and means vulnerable to electronic and cyberspace attack.
06	Yes/No	Unit provided intelligence support to locate targets for attack.
07	Yes/No	Unit provided intelligence support to determine if desired effects were achieved.
08	Yes/No	Unit provided information regarding target capabilities and vulnerabilities.
09	Yes/No	Unit provided information regarding which enemy systems were available against which to perform electronic attack.
10	Yes/No	Unit completed combat assessment for electronic attack.
11	Time	To determine support required for electronic and cyberspace attack.
12	Time	To determine specific information requirements for electronic and cyberspace attack.
13	Time	To provide combat assessments in support of electronic and cyberspace attack.
14	Percent	Of threat command and control nodes vulnerable to electronic and cyberspace attack.
15	Percent	Of threat command and control nodes vulnerable to electronic exploitation.
16	Percent	Of threat computer systems vulnerable to offensive cyberspace operations.
17	Percent	Of threat command and control nodes disrupted and degraded.
18	Percent	Of threat computer systems vulnerable to friendly cyber electromagnetic capabilities.
19	Percent	Of personnel, facilities, or equipment degraded, denied, disrupted, or destroyed by electronic and cyberspace attack.

ART 2.4.2.4 Provide Intelligence Support to Cybersecurity

2-67. Military intelligence organizations provide information to identify threat capabilities, activities, and tactics, techniques, and procedures. Intelligence provides information relating to cybersecurity, physical security, operations security, counterdeception, and counterpropaganda. (FM 2-0) (USAICOE)

No.	Scale	Measure
01	Yes/No	Unit identified intelligence support required for information protection through intelligence preparation of the battlefield and support to targeting.
02	Yes/No	Unit identified threat offensive information capabilities.
03	Yes/No	Unit identified threat offensive information operations tactics, techniques, and procedures.
04	Yes/No	Unit identified friendly assets and forces that the threat could exploit.
05	Yes/No	Unit completed combat assessment on threat offensive information operations.
06	Time	That threat offensive information operations disrupted, degraded, or exploited friendly information systems.
07	Percent	Of known threat sensor coverage in area of operations.
08	Percent	Of attempted threat penetrations of friendly information systems and facilities that were successfully defeated.
09	Percent	Of imitative electronic deception attempted and successful against friendly forces.
10	Percent	Of threat information operations capabilities not covered by operations security measures.
11	Percent	Of procedures for information protection changed or modified based on the results of combat assessment.

No.	Scale	Measure
12	Number	Of threat offensive information operations attempts that disrupted, degraded, or exploited friendly information systems and facilities.
13	Number	Of imitative electronic deception operations against friendly forces.

ART 2.4.2.5 Provide Intelligence Support to Operations Security

2-68. This task identifies capabilities and limitations of the threat's intelligence system including adversary intelligence objectives and means, procedures, and facilities to collect, process, and analyze information. This task supports the identification of indicators that adversary intelligence capabilities and systems might detect that could be interpreted or pieced together to obtain essential elements of friendly information in time to use against friendly forces. (FM 2-0) (USAICOE)

No.	Scale	Measure
01	Yes/No	Unit identified intelligence support required for operations security through intelligence preparation of the battlefield.
02	Yes/No	Unit identified capabilities and limitations of adversary, threat intelligence, and security services.
03	Yes/No	Unit identified operations security compromises.
04	Time	To provide input to Appendix 15 (Information Operations) to Annex C (Operations) of the operation order.
05	Time	To identify potential compromises of essential elements of friendly information in the area of operations.
06	Number	Of adversary capabilities in the area of operations identified.
07	Number	Of successful adversary attempts to obtain information concerning friendly information systems.
08	Number	Of encrypted communications in the area of operations.
09	Number	Of selected operations security measures tied to vulnerability analysis.
10	Number	Of operations security vulnerabilities tied to specific adversary capabilities by planners.

ART 2.4.2.6 Provide Intelligence Support to Military Deception

2-69. This task identifies capabilities and limitations of the threat's intelligence collection capabilities, systems, and means and identifies threat biases and perceptions. (FM 2-0) (USAICOE)

No.	Scale	Measure
01	Yes/No	Unit identified profiles of key threat leaders.
02	Yes/No	Unit outlined the threat decision-making processes, patterns, and biases.
03	Yes/No	Unit identified the threat's decision-making dissemination processes, patterns, and means.
04	Yes/No	Unit identified the threat perceptions of the military situation in the area of operations.
05	Yes/No	Unit identified capabilities and limitations of threat intelligence and security services.
06	Yes/No	Unit completed combat assessment for deception operations.
07	Time	To determine support required for deception operations.
08	Time	To determine specific information requirements for deception.
09	Time	To provide combat assessments in support of deception.
10	Percent	Of adversary forces and targets who were deceived.

ART 2.4.3 PROVIDE INTELLIGENCE SUPPORT TO COMBAT ASSESSMENT

2-70. Intelligence supports the assessment activity of the operations process and targeting processes. The commander uses combat assessment to determine if targeting actions have met the attack guidance and if reattack is necessary to perform essential fires tasks and achieve the commander's intent for fires. The staff determines how combat assessment relates to specific targets by completing battle damage, physical damage, functional damage, and target system assessments. (FM 2-0) (USAICOE)

Note: This task branch supports ART 5.1.4 (Assess Tactical Situations and Operations), ART 5.1.4.3 (Provide Combat Assessment), and ART 5.1.4.3.1 (Perform Battle Damage Assessment). It is also associated with decide, detect, deliver, and assess.

No.	*Scale*	*Measure*
01	Yes/No	Unit identified information collection assets that can acquire information on target effects.
02	Yes/No	Unit provided an initial assessment of attacks.
03	Yes/No	Unit provided a full assessment of attacks.
04	Time	To identify and submit information requirements for lethal and nonlethal effects.
05	Time	To identify and submit information requirements for combat assessment and battle damage assessment.
06	Time	To perform combat assessment to identify if targets achieved the desired effects or require reattack.
07	Time	To make initial assessment of attacks after engagement.
08	Time	To provide initial assessment of attack effects to force commander.
09	Time	To complete full assessment of attack effects after engagement.
10	Time	To provide full assessment of attacks to force commander.
11	Time	To provide reattack recommendations.
12	Percent	Of high-payoff targets correctly assessed to meet attack guidance.

ART 2.4.3.1 CONDUCT PHYSICAL DAMAGE ASSESSMENT

2-71. Conduct physical damage assessment is a staff task that estimates the extent of physical damage to a target based on observed or interpreted damage. It is a post-attack target analysis that is a coordinated effort among all units and the entire staff. (FM 2-0) (USAICOE)

No.	*Scale*	*Measure*
01	Yes/No	Unit identified information collection assets that can acquire information for physical damage assessment.
02	Yes/No	Unit provided an initial assessment of physical damage.
03	Yes/No	Unit provided a full assessment of attacks.
04	Yes/No	Unit provided reattack recommendations.
05	Time	To identify and submit information requirements for physical damage assessment.
06	Time	To make initial assessment of physical damage after engagement.
07	Time	To provide initial assessment of physical damage to force commander.
08	Time	To complete full assessment of physical damage.
09	Time	To provide full assessment of attacks to force commander.
10	Percent	Of physical damage achieved within the commander's intent for fires.
11	Percent	Of targets correctly assessed for the commander's intent for fires.
12	Percent	Of targets unnecessarily reattacked.

ART 2.4.3.2 CONDUCT FUNCTIONAL DAMAGE ASSESSMENT

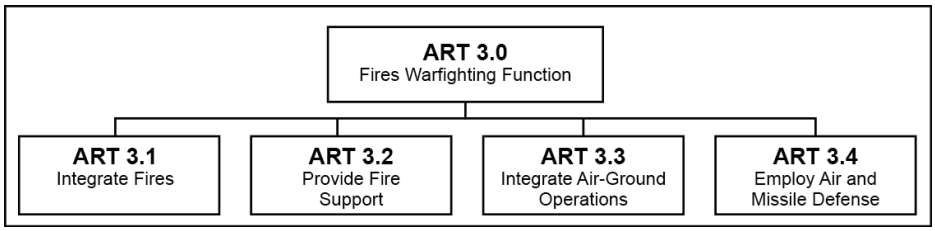
2-72. The staff conducts the functional damage assessment for the threat's remaining functional or operational capabilities. The assessment focuses on measurable effects. It estimates the threat's ability to reorganize or find alternative means to continue operations. The targeting working group and staff integrate analysis with external sources to determine if the commander's intent for fires has been met. (FM 2-0) (USAICOE)

No.	*Scale*	*Measure*
01	Yes/No	Unit identified information collection assets that can acquire information for functional damage assessment.
02	Yes/No	Unit provided an initial assessment of functional damage.
03	Yes/No	Unit provided a full assessment of attacks.
04	Yes/No	Unit provided a reattack recommendation.
05	Time	To identify and submit information requirements for functional damage assessment.
06	Time	To make initial assessment of functional damage after engagement.
07	Time	To provide initial assessment of functional damage to force commander.
08	Time	To complete full assessment of functional damage.
09	Time	To provide full assessment of attacks to force commander.
10	Percent	Of functional damage achieved within the commander's intent for fires.
11	Percent	Of targets correctly assessed for the commander's intent for fires.
12	Percent	Of targets unnecessarily reattacked.

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Chapter 3

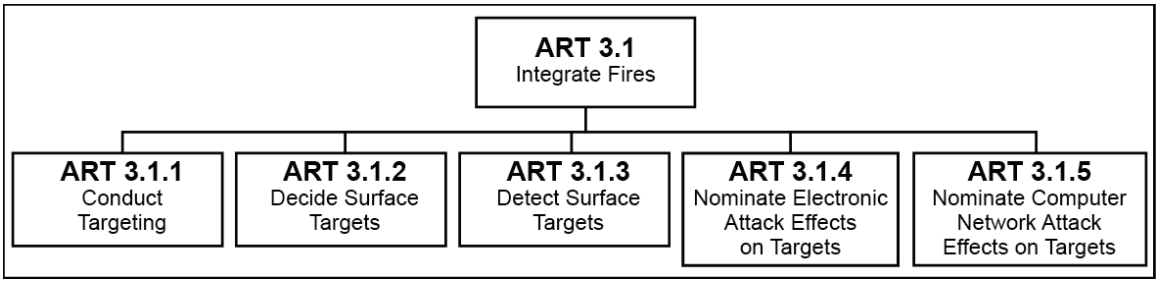
ART 3.0: The Fires Warfighting Function



The *fires warfighting function* is the related tasks and systems that provide collective and coordinated use of Army indirect fires, air and missile defense, and joint fires through the targeting process (ADRP 3-0). It includes planning for targeting; providing fire support; countering air, ballistic missile, cruise missile, rocket, artillery, mortars, and unmanned aircraft systems threats; and integrating joint and multinational fires. Fires organizations require deliberate and dynamic targeting to achieve lethal and nonlethal effects against ground and aerial targets. (ADP 3-09) (USAFCOE)

Note: ART 5.1.1.6 (Conduct Fires Planning) addresses planning for fires conducted during the operations process. ART 5.1.4.3 (Provide Combat Assessment) addresses combat assessment (battle damage assessments, munitions effectiveness assessments, and reattack recommendations).

SECTION I – ART 3.1: INTEGRATE FIRES



3-1. Commanders integrate fires and maneuver through the operations process. Fire support personnel from platoon through theater army assist the commander by integrating and synchronizing related tasks and systems. These tasks and systems provide collective and coordinated use of Army indirect fires and joint fires with the effects of other warfighting functions. These are integrated into the concept of operations during planning and adjusted based on the targeting guidance. (FM 3-09) (USAFCOE)

Note: ART 5.1.1.6 (Conduct Fires Planning) addresses planning for fires conducted during the operations process.

ART 3.1.1 CONDUCT TARGETING

3-2. Units conduct targeting through the targeting working group in locating, identifying, classifying, tracking, and attacking targets and assessing battle damage. They apply the parameters set at the operational level, directed limitations, rules of engagement, rules for the use of force, the law of war, and other guidance given by the commander to the targeting process to attain the commander's objectives. Units synchronize the development of target matrices, target selection, and target list. ART 3.1.1 includes coordinating the delivery and assessment of the fires order in support of the commander's intent. (FM 3-09) (USAFCOE)

No.	*Scale*	*Measure*
01	Yes/No	Unit developed the fires paragraph or Annex D (Fires) to the operation order that shaped the battlefield to support the commander's intent.
02	Yes/No	The targeting working group conducted daily operations to locate, identify, classify, track, and attack targets and to assess battle damage.
03	Yes/No	The targeting working group analyzed the mission and refined target priorities.
04	Yes/No	Unit synchronized the development of target matrices, target selection standards, and target list in accordance with guidance.
05	Yes/No	The targeting working group briefed the commander. The commander selected a course of action.
06	Yes/No	The targeting working group assisted the commander, deputy commander, chief of staff, or executive officer in the conduct of the targeting board.
07	Yes/No	Unit developed the attack guidance matrix, high-payoff target list, and collection plan into the targeting process.

ART 3.1.2 DECIDE SURFACE TARGETS

3-3. Units determine the targets that, if successfully attacked, will contribute to the success of the mission based on the commander's concept of operations and targeting guidance. Units recommend how each target should be engaged in terms of the degree and duration based on commander's intent. They construct a high-payoff target list of prioritized targets and determine target selection standards. Units prepare the attack guidance matrix for the commander's approval. They prepare a targeting synchronization matrix that includes prioritized high-payoff targets; information collection assets; target acquisition assets tasked to acquire them; attack resources tasked to attack them; desired effects, associated measures of performance, and associated measures of effectiveness for assessment; and assets tasked to conduct assessment. Units brief the targeting process products to the commander and translate the commander's decisions into the operation order with annexes. (ATP 3-60) (USAFCOE)

No.	*Scale*	*Measure*
01	Yes/No	Targets selected allowed for accomplishing the unit mission and commander's intent.
02	Yes/No	Unit reviewed selected targets for compliance with rules of engagement.
03	Yes/No	Unit integrated lethal and nonlethal effects into targeting.
04	Time	To create a target nomination list.
05	Time	To complete target prioritization.
06	Time	To determine moving target intercept points.
07	Time	To issue prohibited target guidance.
08	Time	To pass commander's guidance to targeting agencies.
09	Percent	Of high-payoff targets discovered resulting in a reprioritized target list.
10	Percent	Of potential targets subjected to systematic analysis.
11	Percent	Of potential targets analyzed within an established time.
12	Percent	Of selected targets that completed duplication checks.

No.	Scale	Measure
13	Percent	Of selected high-payoff targets nominated for engagement.
14	Number	Of resources identified to support acquiring and engaging targets.

ART 3.1.3 DETECT SURFACE TARGETS

3-4. Units detect high-payoff targets identified in the "Decide" function of the targeting process. Detect includes determining (by direction, reference point, or grid) where a potential target is located. Planned targets engaged with precision munitions (coordinate seeking) create better effects when employed using coordinates through a refined or a mensurated grid. (FM 3-09) (USAFCOE)

Note: Contributions made by the intelligence warfighting function toward this task can be found in ART 2.4.1 (Provide Intelligence Support to Targeting).

No.	Scale	Measure
01	Yes/No	Unit conducted target refinement or target coordinate mensuration on planned targets attacked by coordinate-seeking munitions (such as 155-millimeter Excalibur and the guided multiple launch rocket system).
02	Time	To locate targets during surveillance and reconnaissance of defined target area of interest.
03	Percent	Of potential targets detected within targeting accuracy during surveillance and reconnaissance.
04	Percent	Of target locations verified before next targeting cycle.
05	Percent	Of designated high-payoff targets that had correct location data.
06	Number	Of high-payoff targets detected and located within targeting accuracy in the area of operations.
07	Number	Of suspect targets tracked for expedited engagement.
08	Number	Of targets identified within target location error during the analysis process.

ART 3.1.4 NOMINATE ELECTRONIC ATTACK EFFECTS ON TARGETS

3-5. Units nominate targets to be destroyed, deceived, degraded, or neutralized. Targets may be employed by state or nonstate actors. (ATP 3-36) (USACCOE)

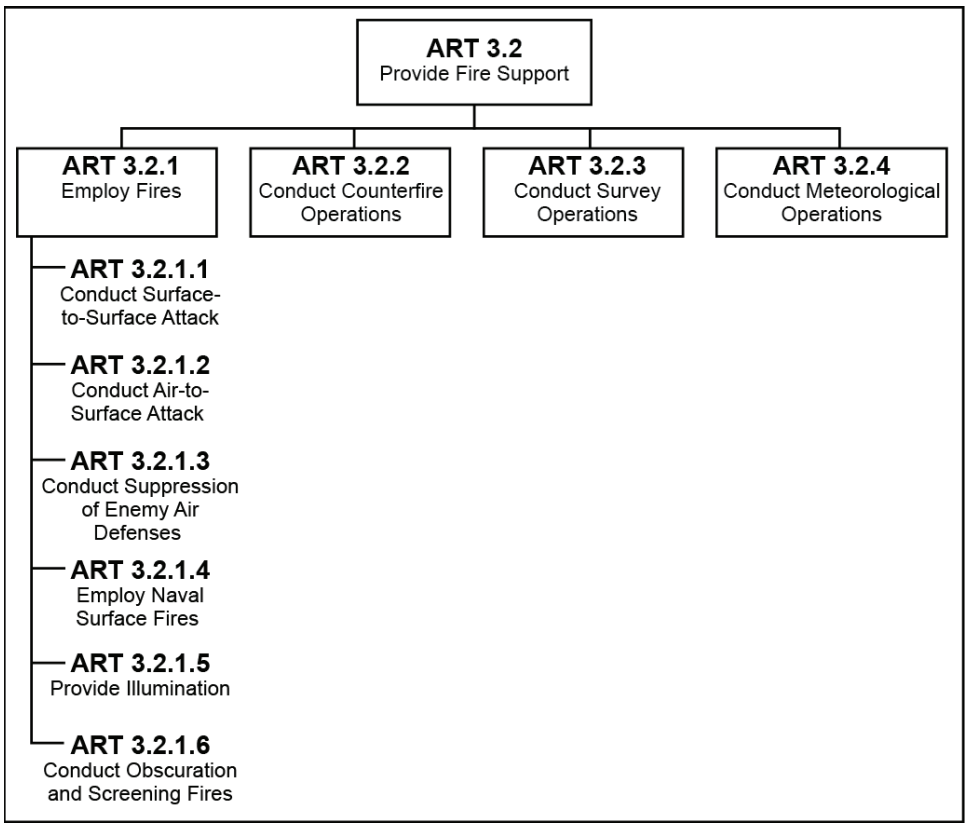
No.	Scale	Measure
01	Yes/No	Targets selected were required for accomplishing the unit mission and commander's intent.
02	Yes/No	Unit nominated electronic attack effects on targets.
03	Time	To submit electronic attack effects on targets to operational echelons.
04	Time	To receive and assess results of electronic attack.
05	Percent	Of enemy systems not engaged by electronic attack that were targeted for physical attack.
06	Percent	Of enemy systems not engaged by electronic attack that were targeted for collection or exploitation.

ART 3.1.5 NOMINATE COMPUTER NETWORK ATTACK EFFECTS ON TARGETS

3-6. Units nominate targets to disrupt, deny, degrade, or destroy information in computers, computer networks, or the computers and networks themselves. Targets may be employed by state or nonstate actors. (ATP 3-36) (USACCOE)

No.	*Scale*	*Measure*
01	Yes/No	Targets selected were required for accomplishing the unit mission and commander's intent.
02	Yes/No	Unit nominated computer network attack effects on targets following rules of engagement.
03	Time	To submit computer network attack effects on targets to operational echelons.
04	Time	To receive and assess results of computer network attack.
05	Percent	Of enemy systems not engaged by computer network attack that were targeted for attack by lethal means.
06	Percent	Of enemy systems not engaged by electronic attack that were targeted for collection or exploitation.

SECTION II – ART 3.2: PROVIDE FIRE SUPPORT



3-7. Units provide collective and coordinated use of Army indirect fires, joint fires, and electronic warfare, including nonlethal capabilities, through the targeting process to support operations against surface targets. (FM 3-09) (USAFCOE)

ART 3.2.1 EMPLOY FIRES

3-8. Units employ fires weapon systems to achieve a specific effect on a target. Units provide collective and coordinated use of Army indirect fires, air and missile defense, and joint fires throughout the targeting process to support operations against surface targets. (ADRP 3-0) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Fires achieved the commander's fires guidance.
02	Yes/No	Commander directed that staff develop contingency plans for the employment of fires.
03	Time	For a given fires weapon system to respond.
04	Time	To reattack target after battle damage assessment.
05	Percent	Of target attacks that achieved desired effects.
06	Percent	Of targets selected for engagement that were engaged.
07	Percent	Of friendly areas of operations within the range of supporting fires weapon systems.
08	Percent	Of fires missions synchronized with the maneuver of friendly units.
09	Percent	Of targets engaged that resulted in collateral damage.
10	Percent	Of enemy high-payoff targets requiring more than one type of weapon system to ensure successful attack.
11	Percent	Of fires effort diverted by higher commanders to support their targeting priorities.
12	Percent	Of fires systems available.
13	Number	Of courses of action denied to an enemy force due to friendly fires efforts as determined from interrogations and after action reviews.
14	Number	Of fires systems available.

ART 3.2.1.1 CONDUCT SURFACE-TO-SURFACE ATTACK

3-9. Units use ground-based, indirect fire weapon systems to destroy, suppress, or neutralize enemy equipment (including aircraft on the ground), materiel, personnel, fortifications, and facilities. (FM 3-09) (USAFCOE)

No.	*Scale*	*Measure*
01	Yes/No	Surface-to-surface attack achieved desired effects.
02	Yes/No	Surface-to-surface attack followed rules of engagement.
03	Time	To complete attack after identifying target.
04	Time	To provide adjustment data.
05	Time	To prepare for surface-to-surface attack.
06	Percent	Of missions accomplished within a specified time.
07	Percent	Of missions fired that accomplished desired effect on target.
08	Percent	Of planned targets successfully engaged during operation.
09	Percent	Of time-on-target missions accomplished on time.
10	Percent	Of enemy high-payoff target delivery systems destroyed by friendly forces.
11	Percent	Of point target missions that achieved the desired effects (destroyed, delayed, disrupted, or degraded) using guided munitions.
12	Percent	Of area target missions that achieved the desired effects (destruction or neutralization) using area munitions.
13	Percent	Of targets of opportunity successfully engaged.
14	Percent	Of unit basic load of ordnance available for use in lethal attack.
15	Percent	Of selected targets for which accurate coordinates were available.
16	Percent	Of ground-based, indirect fire missions that resulted in collateral damage.
17	Number	Of fires systems available.

ART 3.2.1.2 CONDUCT AIR-TO-SURFACE ATTACK

3-10. Units employ fixed- and rotary-wing close air support and Army aviation close combat attacks to destroy, suppress, or neutralize equipment (including aircraft on the ground), materiel, personnel, fortifications, and facilities. (FM 3-09) (USAFCOE)

No.	*Scale*	*Measure*
01	Yes/No	Air-to-surface attacks allowed the commander to accomplish the mission within identified time and resource constraints.
02	Yes/No	Air-to-surface attacks followed rules of engagement.
03	Time	To process air-to-surface attack requests through fires (fixed-wing) or maneuver (rotary-wing) channels, as appropriate.
04	Time	For aircraft-mounted weapon systems to respond to mission request.
05	Time	For aircraft to identify target.
06	Time	To get ordnance on target after initiating air-to-surface attack request.
07	Percent	Of requested missions accomplished.
08	Percent	Of available aircraft-mounted weapon systems (fixed- and rotary-wing).
09	Percent	Of missions where the ordnance carried by aircraft-mounted weapon systems was appropriate for the target attacked.
10	Percent	Of missions requested directed to appropriate agency.
11	Percent	Of targets engaged by friendly aircraft-mounted weapon systems (fixed- and rotary-wing).
12	Percent	Of friendly force operations delayed, disrupted, or modified due to lack of requested air support.
13	Percent	Of targets attacked that created the desired effects.
14	Percent	Of maneuver forces having aircraft-mounted weapon systems available.
15	Percent	Of air-to-surface attack missions that resulted in collateral damage.
16	Percent	Of air-to-surface missions cancelled due to weather restrictions.
17	Number	Of aircraft-mounted weapon systems available to support the commander.

ART 3.2.1.2.1 Request Air-to-Surface Attack

3-11. Units request employment of Army special operations forces; Marine Corps, Navy, and Air Force aircraft; and other systems to deliver rocket, cannon, missile fires, and bombs on surface targets. (FM 3-09) (USAFCOE)

No.	*Scale*	*Measure*
01	Yes/No	Unit responded promptly to requests for an air-to-surface attack to provide support at the appropriate time.
02	Time	To process air support request.
03	Time	To get ordnance on target after initiating air request.
04	Percent	Of missions requested by Army commanders accomplished.
05	Percent	Of availability of supporting air agencies for maneuver forces.
06	Percent	Of missions requested directed to appropriate agency.

ART 3.2.1.2.2 Employ Close Air Support

3-12. Units employ aircraft in preplanned and immediate close air support (CAS) missions and joint air attack team operations to destroy, delay, disrupt, or suppress targets to support land operations. CAS requires positive identification, friend or foe and procedural or positive control of aircraft. (FM 3-09) (USAFCOE)

No.	Scale	Measure
01	Yes/No	CAS destroyed, delayed, disrupted, or suppressed targets to support land operations.
02	Yes/No	CAS followed rules of engagement.
03	Time	To process CAS requests through fires channels.
04	Time	For CAS aircraft to respond to mission request.
05	Time	For CAS aircraft to identify target.
06	Time	To get ordnance on target after initiating CAS request.
07	Percent	Of missions requested by Army commands accomplished.
08	Percent	Of CAS sorties allocated or distributed to the supported unit that were employed.
09	Percent	Of requested missions directed to the appropriate agency.
10	Percent	Of requested targets engaged with friendly air support.
11	Percent	Of friendly force operations delayed, disrupted, or modified due to lack of requested CAS.
12	Percent	Of attacked targets that achieved desired effects.
13	Percent	Of CAS missions that resulted in collateral damage.
14	Percent	Of preplanned CAS missions cancelled due to weather conditions.
15	Number	Of preplanned CAS missions cancelled due to weather conditions.

ART 3.2.1.2.3 Employ Air Interdiction

3-13. Units employ air interdiction to divert, disrupt, delay, or destroy, the adversary's military potential before it can be brought to bear effectively against friendly forces, or to otherwise achieve objectives. (FM 3-09) (USAFCOE)

No.	Scale	Measure
01	Yes/No	Air interdiction destroyed, delayed, disrupted, diverted, or suppressed targets to support land operations.
02	Yes/No	Air interdiction followed rules of engagement.
03	Time	To process air interdiction requests through fires channels.
04	Time	For air interdiction aircraft to respond to mission request.
05	Time	For air interdiction aircraft to identify target.
06	Time	To get ordnance on target after initiating air interdiction request.
07	Percent	Of missions requested by Army commanders accomplished.
08	Percent	Of mission requests directed to the appropriate agency.
09	Percent	Of air interdiction enemy systems and targets engaged with friendly air support.
10	Percent	Of friendly force operations delayed, disrupted, or modified due to lack of requested air interdiction.
11	Percent	Of attacked targets achieving desired effects.
12	Percent	Of air interdiction missions accomplished without incidents of fratricide.
13	Percent	Of air interdiction missions cancelled due to weather.
14	Percent	Of air interdiction missions that resulted in collateral damage.

ART 3.2.1.3 Conduct Suppression of Enemy Air Defenses

3-14. Units neutralize, destroy, or temporarily degrade surface-based adversary tactical air defenses by destructive and disruptive means to increase aircraft survivability. Suppression of enemy air defenses (SEAD) seeks the destruction, neutralization, or degradation of surface-based enemy tactical air defenses, such as target systems or operating personnel, by destructive and/or disruptive means. Examples of destructive SEAD capabilities are bombs, air- and surface-to-surface missiles, air-scatterable mines, and field artillery. Nondestructive SEAD seeks to temporarily deny, degrade, deceive, delay, or neutralize

surface-based enemy tactical air defense systems by disruptive means to increase aircraft survivability. (FM 3-09) (USAFCOE)

Note: Disruptive means include activities discussed in ART 5.9.2.1 (Conduct Electronic Attack).

No.	*Scale*	*Measure*
01	Yes/No	Friendly aerial platforms accomplished mission without unacceptable losses to enemy air defense systems.
02	Time	To plan for SEAD systems.
03	Time	To respond to new requirements to complete SEAD systems.
04	Time	To complete execution of all phases of the plan for SEAD.
05	Time	To prepare weapon systems and obtain munitions used in SEAD systems.
06	Percent	Of available combat power dedicated toward SEAD.
07	Percent	Of enemy air defense systems neutralized, destroyed, or temporarily degraded by destructive or disruptive means.
08	Percent	Of friendly air sorties attacked by enemy air defense systems.
09	Percent	Of enemy air defense systems that required reattack.
10	Percent	Of friendly air losses due to enemy air defense systems.
11	Percent	Of point target missions that achieved the desired effects (destroyed, delayed, disrupted, or degraded) using guided munitions.
12	Percent	Of area target missions that achieved the desired effects (destruction or neutralization) using area munitions.
13	Percent	Of SEAD missions that resulted in collateral damage.
14	Number	And types of weapon systems and munitions used for SEAD.
15	Number	Of point target missions that achieved the desired effects (destroyed, delayed, disrupted, or degraded) using guided munitions.
16	Number	Of area target missions that achieved the desired effects (destruction or neutralization) using area munitions.

ART 3.2.1.4 EMPLOY NAVAL SURFACE FIRES

3-15. Units employ fires provided by naval surface gun fire and missiles to support units tasked with achieving the commander's intent. (FM 3-09) (USAFCOE)

No.	*Scale*	*Measure*
01	Yes/No	Naval surface fires achieved desired effects.
02	Yes/No	Naval surface fires platforms were within range.
03	Yes/No	Naval surface fires followed rules of engagement.
04	Time	To get ordnance on target after initiating fire mission request.
05	Time	To provide adjustment data after observing first rounds.
06	Time	To accomplish targeting for fires.
07	Time	To plan and coordinate for naval surface fires.
08	Percent	Of total fire missions requested by units accomplished.
09	Percent	Of missions accomplished within a specified time.
10	Percent	Of fire missions that achieved desired effects.
11	Percent	Of planned targets successfully attacked during operations.
12	Percent	Of naval cannon and missile systems available to deliver ordnance.
13	Percent	Of enemy forces destroyed, delayed, disrupted, or degraded.
14	Percent	Of total naval specific target list mission successfully engaged.

No.	Scale	Measure
15	Percent	Of targets of opportunity successfully engaged.
16	Percent	Of the ship's basic load of ordnance available for use in lethal attack.
17	Percent	Of naval surface fire missions that resulted in collateral damage.
18	Number	Of naval surface fires systems available.

ART 3.2.1.5 PROVIDE ILLUMINATION

3-16. Units provide illumination fires (visible or infrared) to expose an adversary or enemy at night. Illumination fires may give friendly forces an asymmetric advantage by reducing the enemy forces' ability to operate at night without being targeted and attacked with minimal collateral damage. Infrared illumination enhances the Soldier's use of some night vision devices to more easily locate targets and enable surprise fires on enemy forces not equipped with night vision devices. (FM 3-09) (USAFCOE)

No.	Scale	Measure
01	Yes/No	Illumination support achieved desired effects.
02	Yes/No	Weather degraded the effectiveness of the illumination mission.
03	Time	To get illumination rounds on target after initiating the mission.
04	Time	To provide adjustment data after observing effect on target.
05	Time	To plan and coordinate for illumination missions.
06	Time	To prepare the firing unit for an illumination mission.
07	Percent	Of total illumination missions requested by units accomplished.
08	Percent	Of friendly fires systems available to deliver illumination.
09	Percent	Of illumination targets of opportunity missions accomplished.
10	Percent	Of unit basic load of illumination rounds available.
11	Number	Of fires systems available to accomplish illumination missions.
12	Number	Of illumination missions requested.
13	Number	Of illumination missions accomplished.

ART 3.2.1.6 CONDUCT OBSCURATION AND SCREENING FIRES

3-17. Units conduct obscuration and screening fires to decrease the level of energy available for the functions of seekers, trackers, and vision enhancement devices. These fires also limit detection, observation, and engagement capabilities of the enemy. (FM 3-09) (USAFCOE)

No.	Scale	Measure
01	Yes/No	Obscuration and screening fires achieved desired effects.
02	Yes/No	Weather allowed the obscuration and screening mission.
03	Time	To get smoke rounds on target after initiating the mission.
04	Time	To provide adjustment data after observing effects on target.
05	Time	To plan and coordinate smoke fire missions.
06	Time	To prepare the firing unit for smoke fire missions.
07	Percent	Of total smoke missions requested by units accomplished.
08	Percent	Of friendly fire systems available to deliver obscuration and screening fires.
09	Percent	Of smoke targets of opportunity fire missions accomplished.
10	Percent	Of unit basic load of smoke rounds available.
11	Number	Of fire systems available to accomplish smoke fire missions.
12	Number	Of smoke fire missions requested.
13	Number	Of smoke fire missions accomplished.

ART 3.2.2 CONDUCT COUNTERFIRE OPERATIONS

3-18. Units conduct counterfire to destroy or neutralize enemy weapons, which includes counterbattery and countermortar fire. Counterfire will protect friendly forces, combat functions, and facilities from enemy indirect fires by disrupting, neutralizing, or destroying enemy indirect fire weapons systems. (FM 3-09) (USAFCOE)

No.	*Scale*	*Measure*
01	Yes/No	Counterfire achieved desired effects.
02	Yes/No	Counterfire platforms were within range.
03	Yes/No	Counterfire followed rules of engagement.
04	Yes/No	Counterfire met commander's attack guidance before counterfire was fired.
05	Time	To respond to counterfire targets of opportunity.
06	Time	To complete execution of all phases of the plan to conduct counterfire.
07	Time	To prepare weapon systems and obtain munitions used in counterfire.
08	Time	To get ordnance on a target after producing a counterfire target.
09	Time	To provide adjustment data after observing effects on target.
10	Time	To accomplish targeting for planned counterfire.
11	Percent	Of total counterfire missions accomplished.
12	Percent	Of counterfire missions accomplished within a specified time.
13	Percent	Of counterfire missions fired that accomplished desired effects.
14	Percent	Of counterfire planned targets successfully attacked during operations.
15	Percent	Of counterfire systems available.
16	Percent	Of counterfire targets successfully engaged.
17	Percent	Of the firing unit's basic load of ordnance available for use in lethal attack.
18	Percent	Of counterfire missions that resulted in collateral damage.
19	Percent	Of available combat power dedicated to counterfire.
20	Number	Of counterfire systems available.
21	Number	Of counterfire missions that resulted in collateral damage.
22	Number	Of counterfire missions executed.

ART 3.2.3 CONDUCT SURVEY OPERATIONS

3-19. Units conduct survey operations to provide a common grid that will permit the massing of fires, delivery of surprise observed fires, delivery of effective unobserved fires, and transmission of target data from one unit to another to aggressively neutralize or destroy enemy targets. (FM 6-2) (USAFCOE)

No.	*Scale*	*Measure*
01	Yes/No	Unit completed survey by time specified in order.
02	Yes/No	Survey order detailed priorities and accuracies for primary, alternate, and supplementary positions for firing units and target-locating elements.
03	Yes/No	Unit coordinated survey efforts with external and internal resources.
04	Time	To prepare for survey operations.
05	Time	To execute survey operations.
06	Time	To enter a new survey control point into the database.
07	Time	To update survey control point in the database.
08	Time	From requesting information to providing desired survey information to firing units.
09	Percent	Of accuracy of survey operations.

No.	Scale	Measure
10	Percent	Of accuracy of survey control available.
11	Percent	Of improved positioning and azimuth determining systems operational.

ART 3.2.4 CONDUCT METEOROLOGICAL OPERATIONS

3-20. Units conduct meteorological operations to enhance accuracy of indirect fires, downwind predictions, intelligence preparation of the battlefield, and forecast capabilities. Units employ meteorological measuring instruments to determine necessary adjustments to individual weapon firing tables. Units determine current atmospheric conditions that affect firing units and distribute meteorological data as required. (FM 3-09.15) (USAFCOE)

No.	Scale	Measure
01	Yes/No	Unit completed meteorological operations by time specified in order.
02	Yes/No	Operation plan or operation order detailed the frequency of meteorological observations.
03	Yes/No	Meteorological data was obtained from other approved sources when organic meteorological measuring capabilities were not available.
04	Time	To prepare for meteorological operations.
05	Time	To execute meteorological operations.
06	Time	From units requesting information to providing desired meteorological information to firing operations.
07	Percent	Of meteorological measurement systems operational.
08	Number	Of meteorological measurement systems operational.

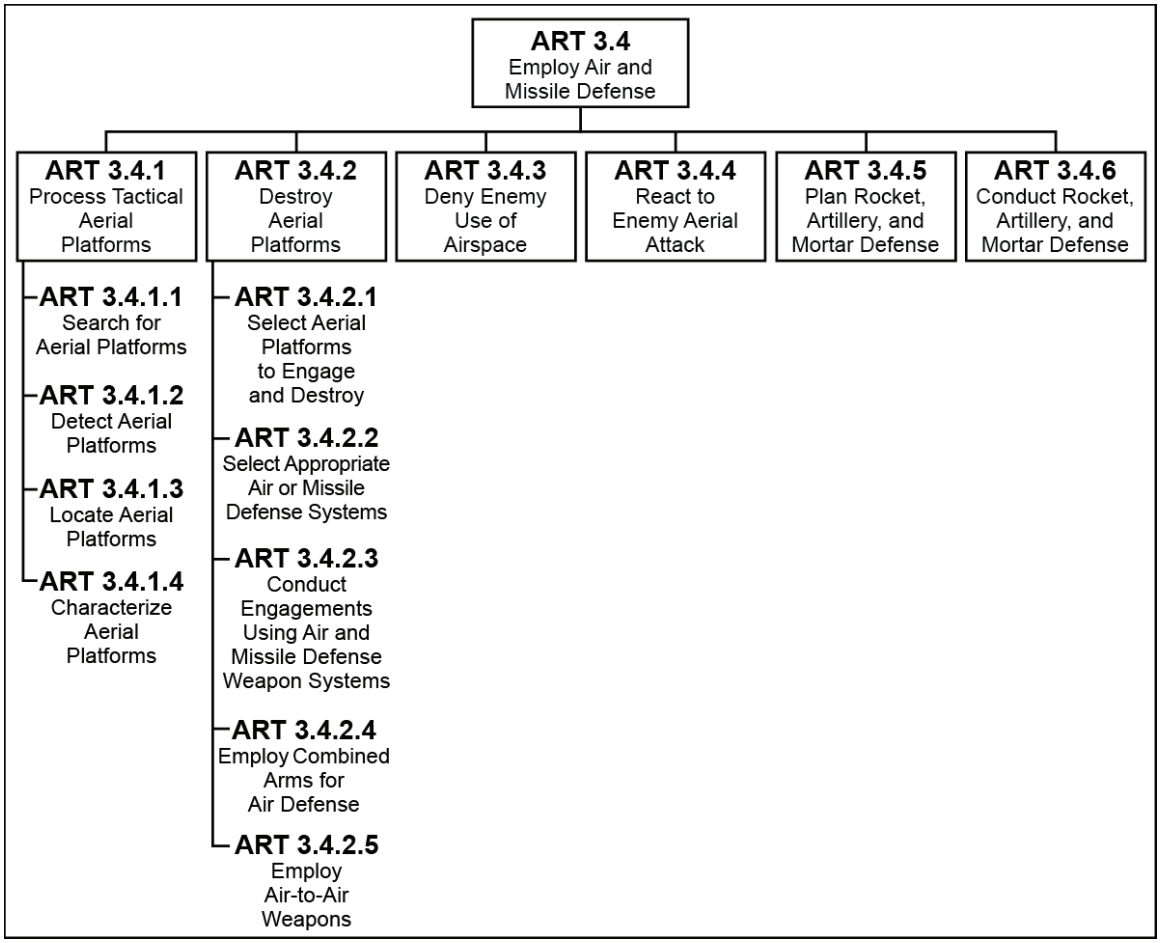
SECTION III – ART 3.3: INTEGRATE AIR-GROUND OPERATIONS

3-21. Integrating air-ground operations requires continuous coordination between the air and land commanders. It requires interfacing with the appropriate joint air operations center or combined air operations center to exchange current intelligence and operational data, support requirements, and coordinate Army forces' requirements for airspace coordinating measures, fire support coordination measures, and theater airlift. (ATP 3-09.13) (USAFCOE)

No.	Scale	Measure
01	Yes/No	Unit established liaison.
02	Yes/No	Unit used information systems and collaborative tools to establish liaison.
03	Yes/No	Unit processed operation orders, fragmentary orders, situational reports, mission reports, and flight reports to obtain and pass pertinent operations and intelligence information between the land component and the air component.
04	Yes/No	Unit maintained current theater-level fire support and airspace picture.
05	Yes/No	Unit coordinated the establishment and updating of airspace coordinating measures and fire support coordination measures between the land component and air component.
06	Yes/No	Unit coordinated air component commander requests for Army forces and land component assets.
07	Yes/No	Unit coordinated Army forces and land component requirements for theater airlift with the joint force commander, including the joint movement center deployment and distribution operation center.
08	Yes/No	Unit coordinated Army forces and land component support during joint search and rescue operations.

No.	Scale	Measure
09	Yes/No	Unit coordinated with Army forces and land component to react to the launch of a ballistic missile.
10	Yes/No	Unit provided operations and intelligence information to ground liaison detachments and aerial reconnaissance liaison officer support detachments.

SECTION IV – ART 3.4: EMPLOY AIR AND MISSILE DEFENSE



3-22. Army air defense artillery forces fight interdependently with elements of unified action partners. Army air defense artillery forces provide air and missile defense and contribute to airspace control, early warning, and operational force protection to deter or defeat enemy aerial threats, protect the force and high-value targets, and enable freedom to operate. (FM 3-01) (USAADASCH)

ART 3.4.1 PROCESS TACTICAL AERIAL PLATFORMS

3-23. Units provide advanced warning for all aerial platforms, select targets, and match the appropriate response to tactical aerial platforms including ballistic missile, while taking into account operational requirements and capabilities of systems and units. (FM 3-01) (USAADASCH)

No.	Scale	Measure
01	Yes/No	Unit detected, located, and identified all tactical aerial platforms in area of operations.
02	Yes/No	Unit developed and refined early warning plan.
03	Yes/No	Unit employed all available means to detect tactical aerial platforms.

No.	Scale	Measure
04	Yes/No	Unit received advanced warning of aerial platforms.
05	Yes/No	Unit processed advanced warning of aerial platforms.
06	Yes/No	Unit transmitted advanced warning of aerial platforms.
07	Time	Of early warning of an impending air attack provided to the area of operations.
08	Percent	Of enemy offensive air sorties against which friendly air defense assets were assigned.
09	Percent	Of enemy air attacks in area of operations for which early warning was provided.
10	Percent	Of forces in area of operations provided early warning of incoming air threat in time to allow them to initiate passive air defense.
11	Percent	Of time that early warning system was operational.
12	Percent	Of air threat warning estimates concerning attack timing and numbers considered accurate by maneuver units.
13	Percent	Of losses caused by hostile air attack and surveillance.
14	Percent	Of area of operations covered by early warning system.

ART 3.4.1.1 Search for Aerial Platforms

3-24. Units systematically conduct surveillance of a defined area so that all parts of a designated airspace are visually inspected or searched by sensors. (FM 3-01) (USAADASCH)

No.	Scale	Measure
01	Yes/No	Sensor system used to conduct surveillance detected aerial platforms in its current mode of operations from its current location.
02	Time	To refine air defense plan.
03	Time	To revisit each part of the airspace over the area of operations (AO); time for sensor to conduct a 6400-millimeter sweep.
04	Percent	Of AO covered by air defense sensors that can detect projected enemy aerial platforms.
05	Percent	Of air defense sensors that functioned in AO.
06	Percent	Of air threat warning estimates concerning attack timing and numbers considered accurate by maneuver units.
07	Percent	Of effectiveness of the system conducting the aerial surveillance given current environmental conditions, such as weather and characteristics of the surrounding terrain to include interference or restrictions placed on its operations due to its proximity to other military or civilian equipment.
08	Number	Of air defense sensors that functioned in AO.

ART 3.4.1.2 Detect Aerial Platforms

3-25. Units determine or detect an aerial platform of possible military significance but cannot confirm it by recognition. (FM 3-01) (USAADASCH)

No.	Scale	Measure
01	Yes/No	Unit detected all aerial platforms in the area of operations (AO).
02	Time	To refine air defense plan.
03	Time	To report the direction of movement, altitude, and rate of movement, and to estimate if platform was a possible enemy aerial platform and target.
04	Percent	Of potential aerial platforms determined to be friendly aircraft by an identification, friend or foe (IFF) system.
05	Percent	Of potential aerial platforms determined to be friendly aircraft by other than an IFF system.
06	Percent	Of potential aerial platforms in AO detected by air defense sensors.

No.	Scale	Measure
07	Percent	Of enemy aircraft in AO that were not detected by friendly air defense sensors.
08	Percent	Of air threat warning estimates concerning attack timing and numbers considered accurate by maneuver units.
09	Number	Of potential aerial platforms in AO detected by air defense sensors.
10	Number	Of potential aerial platforms in AO detected by ground observers.
11	Number	Of enemy aircraft in AO that were not detected by air defense sensors.

ART 3.4.1.3 LOCATE AERIAL PLATFORMS

3-26. Units confirm the track of an aircraft or missile platform in flight. (FM 3-01) (USAADASCH)

No.	Scale	Measure
01	Yes/No	Unit detected all aerial platforms in the area of operations (AO).
02	Time	To refine air defense plan.
03	Percent	Of aerial platforms in AO correctly located with targetable accuracy by air defense sensors.
04	Percent	Of aerial platforms in AO not located with targetable accuracy by air defense sensors.
05	Percent	Of air defense sensors mission capable in the AO.
06	Percent	Of AO covered by air defense sensors.
07	Percent	Of air threat warning estimates concerning attack timing and numbers considered accurate by maneuver units.
08	Number	Of aerial platforms in AO correctly located with targetable accuracy by air defense sensors.
09	Number	Of aerial platforms in AO not located with targetable accuracy by air defense sensors.
10	Number	Of air defense sensors available in the AO.

ART 3.4.1.4 CHARACTERIZE AERIAL PLATFORMS

3-27. Unit classifies, types, and identifies tracks and evaluates engageable tracks to determine the threat they pose to friendly assets and areas. (FM 3-01) (USAADASCH)

No.	Scale	Measure
01	Yes/No	Unit identified all detected and located tactical aerial platforms in the area of operations (AO).
02	Time	To refine air defense plan.
03	Time	To identify aerial platform as friendly, hostile, or unknown once it had been detected and located.
04	Percent	Of aerial platforms in AO correctly identified.
05	Percent	Of enemy aircraft in AO that penetrated the air defense sensor network undetected.
06	Percent	Of air threat warning estimates concerning attack timing and numbers considered accurate by maneuver units.
07	Number	Of aerial platforms in AO correctly identified.
08	Number	Of enemy aerial platforms in AO that penetrated the air defense sensor network undetected.

ART 3.4.2 DESTROY AERIAL PLATFORMS

3-28. Units destroy all types of enemy aerial platforms in flight in the area of operations. (FM 3-01) (USAADASCH)

No.	Scale	Measure
01	Yes/No	Unit changed its objectives, plan, or operational timetable due to enemy air attack.
02	Yes/No	Destruction of an aerial platform was done per established rules of engagement.
03	Time	To assign a specific air defense weapon system to a specific target.
04	Time	For air defense weapon system to acquire, track, and engage as necessary a specific aerial target once assigned responsibility for engaging that specific aerial platform.
05	Time	For air defense weapon system to recycle or reload so that it was capable of engaging another aerial platform.
06	Time	To determine weapons control status.
07	Percent	Of losses caused by hostile air attack and surveillance.
08	Percent	Of available systems directed against declared hostile aerial platforms.
09	Percent	Of enemy aerial platforms destroyed.
10	Percent	Of detected enemy aerial platforms against which air defense weapons were assigned.
11	Percent	Of target cueing information received by air defense weapon systems.
12	Number	Of enemy aerial platforms destroyed.
13	Number	Of different enemy aerial platforms that can be engaged simultaneously.

ART 3.4.2.1 Select Aerial Platforms to Engage and Destroy

3-29. Units analyze each aerial platform to determine if and when it should be destroyed or engaged according to the threat posed, the tactical benefit, and the commander's guidance. ART 3.4.2.1 requires building and maintaining a complete, accurate, and relevant integrated air picture and having current control information. (FM 3-01) (USAADASCH)

No.	Scale	Measure
01	Yes/No	Unit selected aerial platforms that met the commander's guidance for engagement and destruction.
02	Time	To select aerial platforms to engage and destroy.
03	Time	To determine targeting solution after deciding to engage selected aerial platforms.
04	Percent	Of enemy aerial platforms in the area of operations (AO) correctly identified and attacked by air defense systems.
05	Percent	Of mission capable air defense systems in AO.
06	Percent	Of available systems directed against declared hostile aerial platforms.
07	Percent	Of aerial targets in the AO that met the commander's guidance for engagement and destruction.
08	Number	Of enemy aircraft in AO correctly identified and attacked by air defense systems.
09	Number	Of air defense systems in AO.
10	Number	Of fratricide incidents.

ART 3.4.2.2 Select Appropriate Air or Missile Defense Systems

3-30. Units determine the appropriate air or missile defense systems for engaging a particular aerial platform. (FM 3-01) (USAADASCH)

No.	Scale	Measure
01	Yes/No	Unit selected system capable of engaging and destroying targeted aerial platform.
02	Time	To select and assign attack system once unit identified an enemy aerial platform and located it with targeting accuracy.
03	Percent	Of probability of selected air defense system hitting targeted aerial platform.
04	Percent	Of enemy aerial platforms selected for attack by dedicated air defense systems.
05	Percent	Of enemy aerial platforms engaged by unit small-arms air defense.

No.	Scale	Measure
06	Percent	Of enemy aerial platforms not selected for attack by dedicated air defense systems.
07	Percent	Of enemy aerial platforms engaged by more than one air defense system.
08	Percent	Of available dedicated air defense systems directed against declared hostile aerial platforms.
09	Number	Of available dedicated air defense systems directed against declared hostile aerial platforms.

ART 3.4.2.3 CONDUCT ENGAGEMENTS USING AIR AND MISSILE DEFENSE WEAPON SYSTEMS

3-31. Units use air and missile defense weapon systems to destroy aerial platforms and protect the force. (FM 3-01) (USAADASCH)

No.	Scale	Measure
01	Yes/No	Friendly course of action changed as a result of enemy air attack.
02	Yes/No	Unit used air and missile defense weapons per established rules of engagement.
03	Time	To warn dedicated air defense units after identifying inbound enemy aerial platforms.
04	Time	For air and missile defense weapon system to acquire, track, and engage as necessary a specific aerial platform once assigned responsibility for the engagement of that specific aerial platform.
05	Time	To determine weapons control status.
06	Time	For air defense weapon system to recycle or reload so that it was capable of engaging another aerial platform.
07	Percent	Of enemy aerial platforms able to penetrate air defense network to deliver ordnance or accomplish mission.
08	Percent	Of all air defense systems positioned to engage the enemy aerial platforms.
09	Percent	Of friendly courses of action that must be changed because of enemy air attack.
10	Percent	Of enemy aerial platforms engaged that were destroyed by each air defense weapon system.
11	Percent	Of friendly casualties attributed to enemy aerial platforms.
12	Percent	Of enemy engaged aerial platforms deterred from delivering their ordnance on target.
13	Percent	Of available air defense systems directed against declared hostile aerial platforms.
14	Number	Of destroyed enemy aerial platforms by air defense weapon system.

ART 3.4.2.3.1 Determine Air and Missile Defense Weapon System Capability for Engagement of Aerial Platforms

3-32. Units determine the air and missile defense weapon system that can provide the required results. This determination includes consideration of weapons engagement zones and system characteristics and capability to defeat target. (FM 3-01) (USAADASCH)

No.	Scale	Measure
01	Yes/No	Available air and missile defense weapons engaged their intended targets.
02	Time	To determine system capability for engaging an identified enemy aerial platform.
03	Percent	Of enemy aerial platforms allocated to each air defense weapon system.
04	Percent	Of aerial platforms engaged within the effective range of the selected weapon system.
05	Number	Of enemy aerial platforms allocated to each weapon system.

ART 3.4.2.3.2 Determine Air and Missile Defense Weapon System Availability for Aerial Engagement

3-33. Units determine the air and missile defense weapon system available for executing operation. This ART includes consideration of weapons control status and determination of physical environment restrictions and engagement criticality. (FM 3-01) (USAADASCH)

No.	*Scale*	*Measure*
01	Yes/No	Selected air and missile defense weapon system was mission capable. Rules of engagement allowed unit to use the system and bring it to a position where it could engage the intended target.
02	Yes/No	Unit engaged the enemy aerial platform to accomplish mission.
03	Time	To determine weapons control status.
04	Time	To analyze any restriction caused by physical environment.
05	Time	To determine engagement criticality—the enemy aerial platform had to be engaged to accomplish mission.
06	Percent	Of available air defense systems in the area of operations that had the capability to engage a specific hostile aerial platform.
07	Percent	Of targets not attacked in a timely manner due to nonavailability of appropriate air defense weapon system.

ART 3.4.2.3.3 Designate Air and Missile Defense Weapon System for Aerial Engagement

3-34. Units designate air and missile defense weapon system to perform an engagement. (FM 3-01) (USAADASCH)

No.	*Scale*	*Measure*
01	Yes/No	Selected system performed the desired task.
02	Time	To determine available systems for engaging target on identification of enemy aerial platform.
03	Time	To select appropriate weapon system.
04	Time	For air defense weapon system to acquire, track, and engage as necessary a specific aerial target once assigned responsibility for the engagement of that specific aerial target.
05	Time	For air defense weapon system to recycle or reload so that it was capable of engaging another aerial platform.
06	Percent	Of available air defense weapon systems.
07	Percent	Of aerial targets not attacked in a timely manner due to nonavailability of appropriate air defense weapon systems.
08	Percent	Of reliability of air defense weapon system.
09	Percent	Of enemy aerial platforms able to penetrate air defense network to deliver ordnance or accomplish mission.
10	Percent	Of all air defense systems positioned to engage the enemy aerial platforms that engaged enemy aerial platforms.
11	Percent	Of friendly courses of action that were changed because of enemy air attack.
12	Number	Of air defense weapon systems used in engagement of aerial platform.

ART 3.4.2.4 Employ Combined Arms for Air Defense

3-35. Units use weapon systems other than dedicated ground-based air defense systems—such as small arms, tank cannons, and antiarmor missiles—to destroy aerial targets. (FM 3-01) (USAADASCH)

No.	Scale	Measure
01	Yes/No	Commander modified course of action because of enemy air attack.
02	Yes/No	Employment of combined arms for air defense was done per established rules of engagement.
03	Time	To warn nonair defense units after identifying inbound enemy aerial platforms.
04	Time	To determine weapons control status.
05	Time	For unit weapon systems to acquire, track, and engage as necessary a specific aerial target once assigned responsibility for engaging that specific aerial target.
06	Time	For unit weapon systems conducting self-defense against air attack to recycle or reload so that they were capable of engaging another aerial target.
07	Percent	Of enemy aerial platforms able to penetrate air defense network to deliver ordnance or accomplish mission.
08	Percent	Of all unit weapon systems positioned to engage enemy aerial platforms that engaged the enemy aerial platforms.
09	Percent	Of friendly courses of action that were changed because of enemy air attack.
10	Percent	Of enemy aerial platforms engaged that were destroyed by each weapon system.
11	Percent	Of friendly casualties attributed to enemy aerial platforms.
12	Percent	Of enemy engaged aerial platforms deterred from delivering their ordnance on target.
13	Percent	Of weapon system operators using correct aerial engagement aiming techniques.
14	Number	Of destroyed enemy aerial platforms by unit weapon system.
15	Number	Of friendly casualties attributed to enemy aerial attack.

ART 3.4.2.5 Employ Air-to-Air Weapons

3-36. Units use weapon systems carried on aircraft to destroy aerial targets. Army aircraft normally employ air-to-air weapons in self-defense. (FM 3-04.126) (USAAWC)

No.	Scale	Measure
01	Yes/No	Air-to-air weapons destroyed intended targets.
02	Yes/No	Friendly aircraft maintained mutual support throughout engagement.
03	Yes/No	Use of air-to-air weapons was accomplished per established rules of engagement.
04	Time	To warn friendly aerial platforms of inbound enemy aircraft after identification as hostile.
05	Time	Available to friendly aerial platforms to prepare to engage inbound enemy aircraft.
06	Time	To designate and initiate selected air-to-air combat drill.
07	Time	To get ordnance on target after initiation of task.
08	Time	To complete air-to-air combat after target identification.
09	Percent	Of air-to-air combat engagements within a given time where a friendly system remained undetected while maneuvering into position where it effectively engaged the enemy aerial platform.
10	Percent	Probability of a hit.
11	Percent	Probability of a kill given a hit.
12	Percent	Of enemy air attacks detected early enough to allow engagement.
13	Percent	Of casualties of friendly aerial platforms that conducted air-to-air combat.
14	Percent	Of engaged enemy aerial platforms destroyed by friendly aerial platforms.
15	Percent	Of enemy aerial platforms not engaged by available friendly aerial platforms.
16	Percent	Of available systems directed against declared hostile aerial platforms.
17	Number	Of enemy aerial platforms destroyed by friendly aerial platforms.

ART 3.4.3 DENY ENEMY USE OF AIRSPACE

3-37. Units take passive air defense measures to prevent aircraft from effectively engaging the unit. Passive air defense measures, when the unit is not in the path or target of the enemy aircraft, include moving to cover and concealment and preparing to engage the attacking or any follow-on aircraft. (FM 3-01) (USAADASCH)

Note: ART 3.4.2.4 (Employ Combined Arms for Air Defense) addresses active self-defense measures taken against aerial attack by combined arms units.

No.	*Scale*	*Measure*
01	Yes/No	Commander modified course of action because of enemy air attack.
02	Time	To warn combined arms units after identifying inbound enemy aerial platforms.
03	Time	To move to covered and concealed positions.
04	Percent	Of enemy aerial platforms able to penetrate the air defense network to deliver ordnance or accomplish mission.
05	Percent	Of friendly courses of action that were changed due to enemy air attack.
06	Percent	Of enemy aerial platforms unable to acquire friendly personnel and equipment to attack.
07	Percent	Of friendly casualties attributed to enemy aerial platforms.
08	Number	Of friendly casualties attributed to enemy aerial attack.

ART 3.4.4 REACT TO ENEMY AERIAL ATTACK

3-38. Units prevent or degrade enemy use of airspace through fire potential or other means, such as smoke, not involving directly attacking aerial platforms. (FM 3-01) (USAADASCH)

No.	*Scale*	*Measure*
01	Yes/No	The enemy did not attempt to use designated portions of the airspace.
02	Yes/No	The unit denied the enemy use of airspace per established rules of engagement.
03	Time	To refine air defense plan.
04	Time	Since last enemy aerial attack.
05	Time	To warn all units in the area of operations after identification of inbound enemy aerial platforms.
06	Time	To report the direction of movement, altitude, rate of movement, and estimated target of enemy aerial platforms.
07	Percent	Of enemy aerial platforms attempting to penetrate into friendly airspace deterred from doing so by friendly fire potential.
08	Percent	Of potential target areas obscured by smoke.
09	Percent	Of losses caused by hostile air attack and surveillance.
10	Percent	Of low-level flight corridors rendered unusable by the friendly fire potential.
11	Number	Of errors in the performance of the air defense sensor network in a given time.
12	Number	Of enemy aerial platforms attempting to penetrate into the airspace over friendly ground forces.

ART 3.4.5 PLAN ROCKET, ARTILLERY, AND MORTAR DEFENSE

3-39. Units plan and coordinate to protect operational forces, forward operating bases, and aerial ports and seaports of debarkation from rocket, artillery, and mortar (RAM) attack by direct defense and by destroying the enemy's RAM capability. Units determine essential requirements to achieve mission accomplishment using RAM defensive weapons in a defensive role to deny, sense, warn, intercept, shape and respond, and

protect. RAM defense operations include all forces and activities that support active defense, passive defense, and counterfire operations. (ATP 3-01.60) (USAADASCH)

No.	Scale	Measure
01	Yes/No	Unit planned RAM defense.
02	Yes/No	Unit conducted RAM attack warning.
03	Yes/No	Unit defined rules of engagement according to threat capability parameters.
04	Yes/No	RAM attack support was available.
05	Yes/No	Unit conducted detailed planning that maximized Service capabilities.
06	Time	To report the direction of movement, altitude, rate of movement, and estimated target of enemy aerial platforms.
07	Time	To develop and coordinate the commander's defended asset list.
08	Time	To allocate assets in support of the defended asset list.
09	Percent	In degrees in which ongoing or planned operations were adversely affected by threat defenses.
10	Number	Of available systems directed against threatening RAM targets.

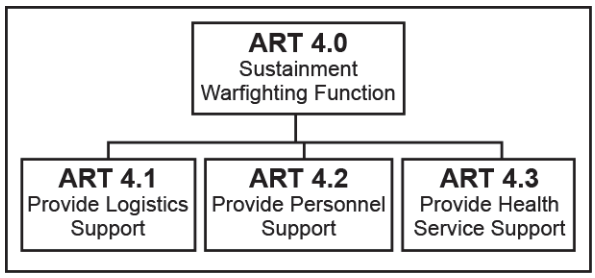
ART 3.4.6 CONDUCT ROCKET, ARTILLERY, AND MORTAR DEFENSE

3-40. Units defend an assigned asset, friendly forces, and infrastructure against rocket, artillery, and mortar (RAM) attack. Units conduct RAM defense to negate RAM attacks. RAM defenses are designed to destroy attacking enemy RAM or to nullify or reduce the effectiveness of such attack. Units destroy hostile RAM targets per rules of engagement. Units minimize collateral damage and reduce probability of casualties within adjacent populated areas. This task includes detection, discrimination, and tracking of inflight RAM to support cueing and handoff of targets for engagements. Units provide RAM attack warning support to the Soldier using available sensors. (ATP 3-01.60) (USAADASCH)

No.	Scale	Measure
01	Yes/No	Unit conducted timely RAM attack warning, providing time for protected forces and assets to prepare for impending attack.
02	Yes/No	Unit evaluated threat launch of RAM capable of striking the defended assets.
03	Yes/No	Unit predicted an impact point and assessed whether defended assets were threatened.
04	Yes/No	Unit verified rules of engagement were met.
05	Yes/No	Unit launched interceptors according to established firing doctrine.
06	Yes/No	Unit engaged, intercepted, and neutralized RAM targets beyond ranges or altitudes at which damage or destruction of forces, materiel, or infrastructure could occur.
07	Time	To assign a specific system to a specific target.
08	Percent	Of hostile targets engaged and destroyed.
09	Percent	Of errors in performance of surveillance and tracking procedures.

Chapter 4

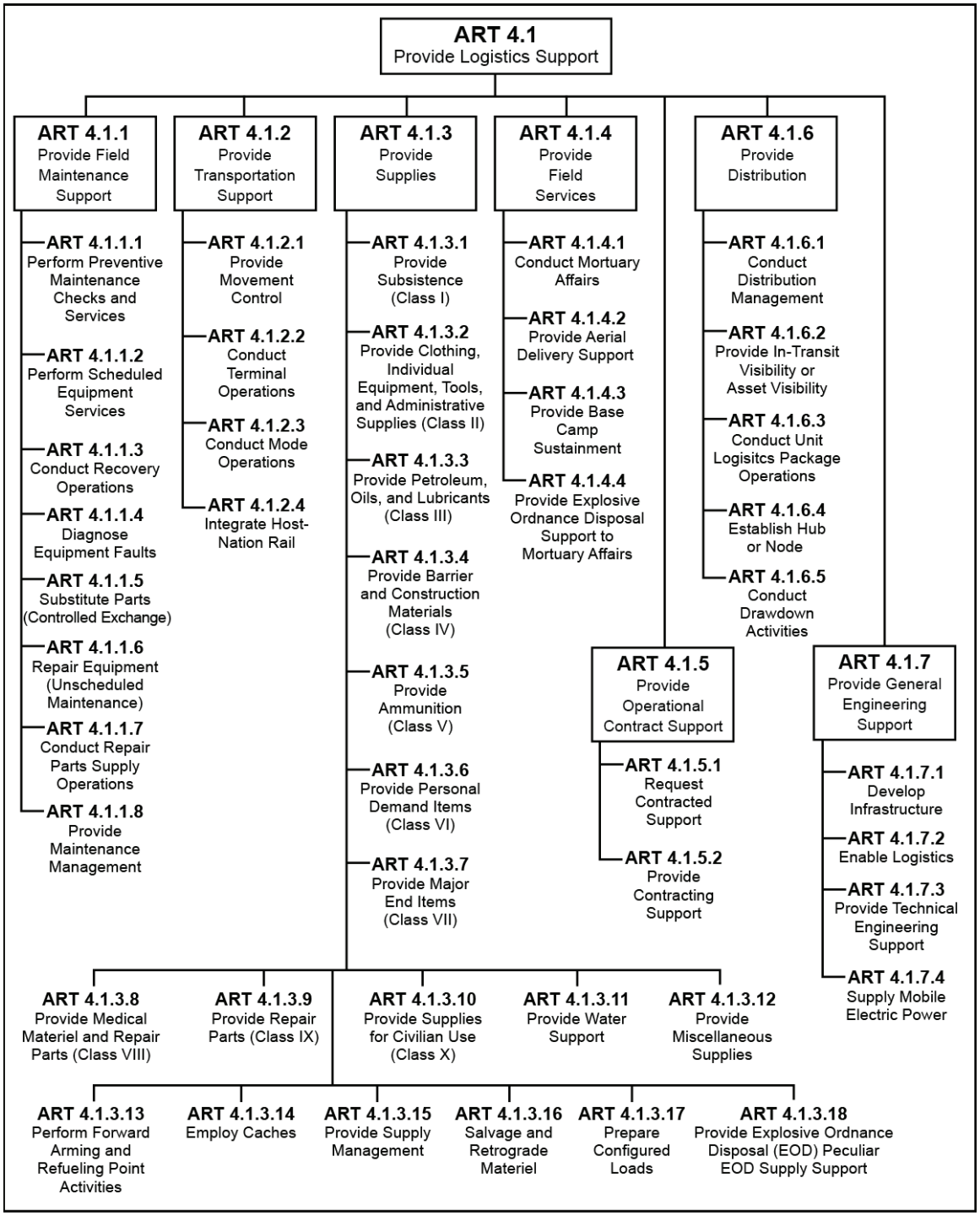
ART 4.0: The Sustainment Warfighting Function



The *sustainment warfighting function* is the related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance. The endurance of Army forces is primarily a function of their sustainment. Sustainment determines the depth and duration of Army operations. It is essential to retaining and exploiting the initiative. Sustainment is the provision of the logistics, personnel services, and health service support necessary to maintain operations until mission accomplishment. (ADRP 3-0) (USACAC)

Note: This task and many of its subordinate tasks encompass environmental considerations.

SECTION I – ART 4.1: PROVIDE LOGISTICS SUPPORT



4-1. Logistics is the science of planning, preparing, executing, and assessing the movement and maintenance of forces. In its broadest sense, logistics includes the design, development, acquisition, fielding, and maintenance of equipment and systems. Logistics integrates strategic, operational, and tactical support efforts within the joint operations area and schedules the mobilization and deployment of forces and materiel. (ADP 4-0) (CASCOM)

ART 4.1.1 PROVIDE FIELD MAINTENANCE SUPPORT

4-2. Maintenance support is provided to generate and regenerate combat power and to preserve the capital investment of weapons systems and equipment to enable mission accomplishment. It is designed to be fast, agile, and responsive to the needs of the warfighter as far forward as possible. It focuses on the expeditious return of nonmission capable equipment through performance observation equipment services as well as fault diagnosis and repair to a single repair standard. (ATP 4-33) (CASCOM)

No.	*Scale*	*Measure*
01	Yes/No	Proper maintenance of the supported units weapons and equipment assisted units in accomplishing their missions.
02	Yes/No	Commanders were actively involved in their maintenance programs.
03	Yes/No	Subordinates trained and were held accountable for proper maintenance operations.
04	Yes/No	Units performed preventive maintenance checks and services (PMCS) in accordance with applicable technical manuals (TMs) on all their equipment.
05	Yes/No	Units performed equipment services on schedule.
06	Yes/No	Units attempted battle damage assessment and repair, self-recovery, and like vehicle recovery prior to committing dedicated recovery assets.
07	Yes/No	Maintainers diagnosed faults correctly the first time.
08	Yes/No	Units executed supply action when they were unable to perform maintenance actions at the field maintenance level.
09	Time	To process supply actions for material not repairable at field level maintenance.
10	Time	Of average equipment downtime based on when equipment work order was submitted to maintenance organization.
11	Time	Of turnaround to repair priority combat equipment.
12	Time	To refine salvage and recovery plans after receipt of warning order.
13	Time	To diagnose malfunctioning equipment.
14	Time	To complete diagnosis, troubleshoot, and determine repair parts requirements for faulty equipment.
15	Time	To diagnose, determine subsystem availability, and perform substitution to return major combat equipment to service.
16	Time	To obtain replacement parts.
17	Time	To repair and return equipment.
18	Time	To refine the concept and policies for equipment repair, maintenance, and evacuation, and to establish maintenance facilities after receipt of warning order.
19	Percent	Of required PMCS tasks performed to TM standard.
20	Percent	Of PMCS tasks deferred.
21	Percent	Of equipment operationally ready at any given time.
22	Percent	Of friendly damaged equipment recovered.
23	Percent	Of enemy abandoned equipment recovered.
24	Percent	Of damaged and abandoned materiel left behind due to failure to receive required recovery support.
25	Percent	Of faulty equipment deadlined with misdiagnosis.
26	Percent	Of deadlined equipment returned to service through controlled exchange.
27	Percent	Of controlled exchanges unsuccessful due to faulty record keeping.
28	Percent	Of controlled exchanges performed without proper command approval.
29	Percent	Of average equipment downtime.
30	Percent	Of equipment deadlined for maintenance.
31	Percent	Of equipment deadlined for supply.
32	Percent	Of equipment failures successfully repaired.

No.	Scale	Measure
33	Percent	Of maintenance capabilities provided by other Services, host-nation, or contracted maintenance.
34	Percent	Of maintenance facilities and sites secured from attack.
35	Percent	Of operations degraded, delayed, or modified due to faulty maintenance management.
36	Percent	Of operations that addressed collection, classification, and disposition of enemy materiel.
37	Number	Of maintenance service tasks deferred.
38	Number	Of PMCS tasks performed.
39	Number	Of recovery operations performed successfully and to the time standard based on the applicable TMs.
40	Number	Of recovery missions that had failed due to inadequate recovery equipment.
41	Number	Of instances when unit operations were degraded, delayed, or modified due to lack of skilled mechanics and diagnostic equipment.

ART 4.1.1.1 Perform Preventive Maintenance Checks and Services

4-3. ART 4.1.1.1 is the foundation of the Army Maintenance Program and where the maintenance process begins. Operators and crews assigned to a specific system perform this task. They train to accurately follow the steps in the preventive maintenance checks and services (PMCS) table from the appropriate operator technical manual for that designated system or piece of equipment. The associated tasks normally consist of inspecting, adjusting, servicing, lubricating, and replacing minor components and assemblies as authorized in the maintenance allocation chart. (ATP 4-33) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit performed PMCS per applicable technical manuals standards and with the applicable environmental considerations.
02	Time	To complete PMCS.
03	Percent	Of PMCS tasks performed.
04	Percent	Of PMCS tasks deferred.
05	Percent	Of equipment operationally ready.
06	Number	Of PMCS tasks deferred.
07	Number	Of PMCS tasks performed.

ART 4.1.1.2 Perform Scheduled Equipment Services

4-4. Units perform specified maintenance actions according to a schedule where they routinely check, adjust, change, analyze, and lubricate equipment, components, and systems in accordance with design specifications. Maintenance personnel should use services to replace faulty items or avoid projected component failures based on reliability analysis and engineering documentation and maintenance histories. A qualified maintainer generally performs this task with the assistance of the system operator. (ATP 4-33) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit performed equipment services to applicable technical manual standards and with applicable environmental considerations.
02	Time	Of average equipment downtime due to services.
03	Time	Of turnaround for services of pacing items.
04	Percent	Of maintenance service tasks performed based on need.
05	Percent	Of maintenance service tasks deferred based on lack of need.
06	Percent	Of maintenance service tasks performed based on time or distance.
07	Percent	Of equipment operationally ready.

No.	Scale	Measure
08	Number	Of maintenance service tasks.
09	Number	Of maintenance service tasks deferred.
10	Number	Of maintenance service tasks performed.

ART 4.1.1.3 CONDUCT RECOVERY OPERATIONS

4-5. Recovery is actions taken to extricate damaged or disabled equipment for return to friendly control or repair at another location. Recovery prevents enemy capture of friendly equipment and allows for the use of enemy equipment for friendly forces. Units use self-recovery as the first recovery method attempted when a vehicle has become stuck or immobilized. This can be accomplished by performing battle damage assessment and repair (known as BDAR) or using self-recovery aids such as a vehicle winch or self-recovery guide located in most system technical manuals. Like-vehicle recovery uses a similar or larger vehicle to free a stuck or immobile vehicle with the aid of an authorized vehicle tow bar, cable, strap, sling sets. Helicopter units use like-vehicle recovery with a sling or internal load with other airframes. Dedicated recovery operations occur when self- or like-vehicle recovery has failed or when systems have been catastrophically damaged. This process is performed by recovery operators using dedicated recovery vehicles and assets. Dedicated recovery should be a last resort. (ATP 4-33) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit attempted recovery and evacuation of disabled equipment.
02	Time	To refine recovery plans after receipt of warning order.
03	Percent	Of friendly damaged equipment recovered.
04	Percent	Of friendly catastrophically damaged equipment recovered.
05	Percent	Of friendly catastrophically damaged equipment not recovered due to lack of capability.
06	Percent	Of friendly damaged equipment recovered by contractor.
07	Percent	Of friendly damaged equipment recovered through self-recovery.
08	Percent	Of friendly damaged equipment recovered through like-vehicle recovery.
09	Percent	Of damaged and abandoned materiel left on the battlefield due to failure to timely report.
10	Percent	Of enemy abandoned equipment recovered.
11	Number	Of instances when unit operations were degraded, delayed, or modified due to ongoing recovery operations.

ART 4.1.1.3.1 Perform Battle Damage Assessment and Repair

4-6. Battle damage assessment and repair (BDAR) is the procedure used to rapidly return disabled equipment to operations using field expedient repair methods. Its use is intended to restore the minimum essential combat capabilities necessary to support a specific combat mission or to enable self-recovery of a system. Units perform BDAR using the BDAR kit to bypass components or safety devices, fabricate temporary repair parts, or implement a temporary repair using substitute fluids, materials, or components. (ATP 4-31) (CASCOM)

No.	Scale	Measure
01	Yes/No	BDAR of disabled equipment contributed to the maintenance of unit combat power.
02	Percent	Of friendly damaged equipment recovered using BDAR.
03	Percent	Of friendly damaged equipment not recovered after attempting BDAR.
04	Number	Of equipment operators trained on use of BDAR kit.
05	Number	Of vehicles that have BDAR kit on board.

ART 4.1.1.3.2 Conduct Dedicated Recovery Operations

4-7. Dedicated recovery operations occur when self- or like-vehicle recovery has failed or when systems have been catastrophically damaged. This process is performed by recovery operators using dedicated recovery vehicles and assets. Dedicated recovery should be a last resort. Units use self-recovery as the first recovery method attempted when a vehicle has become stuck or immobilized. This can be accomplished by performing battle damage assessment and repair (BDAR) or using self-recovery aids such as a vehicle winch or self-recovery guide located in most system technical manuals. Units attempt like-vehicle recovery if self-recovery has failed. This process uses a similar or larger vehicle to free a stuck or immobile vehicle with the aid of an authorized vehicle tow bar, cable, or strap. (ATP 4-33) (CASCOM)

No.	*Scale*	*Measure*
01	Yes/No	Unit attempted recovery and evacuation of disabled equipment.
02	Time	To refine recovery plans after receipt of warning order.
03	Percent	Of friendly damaged equipment recovered.
04	Percent	Of friendly catastrophically damaged equipment recovered.
05	Percent	Of friendly catastrophically damaged equipment not recovered due to lack of capability.
06	Percent	Of friendly damaged equipment recovered by contractor.
07	Percent	Of friendly damaged equipment recovered through BDAR.
08	Percent	Of friendly damaged equipment recovered through like-vehicle recovery.
09	Percent	Of damaged and abandoned materiel left on the battlefield due to failure to timely report.
10	Percent	Of enemy abandoned equipment recovered.
11	Number	Of instances when unit operations were degraded, delayed, or modified due to ongoing recovery operations.

ART 4.1.1.4 Diagnose Equipment Faults

4-8. Units identify faulty components, assemblies, or subassemblies using on-board sensors, external test equipment, and visual inspections accurately the first time. Technically qualified individuals generally perform this task during initial inspections following the maintenance and serviceability standards applicable to the maintenance-level inspection. (ATP 4-33) (CASCOM)

No.	*Scale*	*Measure*
01	Yes/No	Unit correctly identified equipment malfunctions and assessed equipment battle damage.
02	Yes/No	Unit correctly identified equipment malfunctions the first time.
03	Time	To troubleshoot, isolate, and diagnose faulty systems or components.
04	Time	To complete diagnosis, troubleshoot, and determine repair parts requirements for faulty systems.
05	Percent	Of equipment faults correctly diagnosed.
06	Percent	Of malfunctioning equipment deadlined with misdiagnosis.
07	Number	Of instances when unit operations were degraded, delayed, or modified due to lack of skilled mechanics or required diagnostic equipment.

ART 4.1.1.5 Substitute Parts (Controlled Exchange)

4-9. This task involves the removal of serviceable components from unserviceable but economically repairable equipment for immediate reuse in restoring another like item of equipment to combat serviceable condition. Units used the unserviceable component to replace the serviceable component or retained the unserviceable component with the end item that provided the serviceable component. (ATP 4-33) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit substitution policy increased the unit's available combat power.
02	Yes/No	Procedures for the substitution of parts were implemented with the applicable environmental considerations.
03	Time	To refine substitution policy after receipt of warning order.
04	Time	To diagnose and determine subsystem availability and to perform substitution to return major combat equipment to service.
05	Percent	Of equipment unavailable due to substitution and cannibalization.
06	Percent	Of substitutions completed using salvage and disposal materiel.
07	Percent	Of substitutions completed using authorized cannibalization within unit.
08	Percent	Of unserviceable parts that were lost or not kept with the end item that provided the serviceable replacement part.

ART 4.1.1.6 Repair Equipment (Unscheduled Maintenance)

4-10. To repair equipment involves operators and maintenance personnel restoring equipment to full capability as originally designed or engineered by the manufacturer. A single repair standard is applied to all end items, secondary items, and components repaired and returned to supply. This process ensures high quality and establishes a predictable service life by repairing items to a specific technical standard. (ATP 4-33) (CASCOM)

No.	Scale	Measure
01	Yes/No	Units completed repairs with environmental—to include petroleum, oils, and lubricants products, chemical-agent-resistant coating, or other types of paint—and force protection considerations.
02	Yes/No	Repairs were completed to a single repair standard the first time.
03	Time	To repair equipment to a single repair standard.
04	Time	Of average equipment downtime.
05	Time	Of turnaround for repair and return of critical combat equipment.
06	Percent	Of average equipment downtime.
07	Percent	Of equipment deadlined for maintenance.
08	Percent	Of equipment deadlined for supply.
09	Percent	Of equipment failures successfully repaired to single repair standard.
10	Percent	Of damaged equipment salvaged.
11	Percent	Of unit maintenance capabilities diverted to other requirements.

ART 4.1.1.7 Conduct Repair Parts Supply Operations

4-11. Repair parts supply is a crucial part of all maintenance operations. Maintenance organizations require repair parts as well as tools and test equipment to accomplish field maintenance missions. Without the proper parts, an item can remain nonmission capable for an extended period. AR 710-2 provides Army policy governing supply operations. (ATP 4-33) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit authorized shop stock.
02	Yes/No	Unit commander approved shop stock list.
03	Yes/No	Unit reviewed and inventoried shop stock quarterly.
04	Yes/No	Unit documented and retained results of the shop stock inventory.
05	Time	To turn in excess stocks.
06	Percent	Of supporting seasonal requirements.
07	Percent	Of nondemand supported stock.

ART 4.1.1.8 PROVIDE MAINTENANCE MANAGEMENT

4-12. The modern battlefield demands maintenance systems to be responsive and able to return systems to operational status quickly and as near as possible to the point of failure or damage. This requires maintenance managers to closely coordinate and collaborate at all levels. Effective maintenance managers quickly identify requirements and available resources. The many aspects of effective maintenance management include forecasting, scheduling, controlling production, providing quality assurance, providing technical assistance, resourcing repair parts, work-loading, cross-leveling workloads, and developing processes to meet the commander's requirements. Effective maintenance management delicately balances between the overall maintenance mission that supports battlefield operations and the workflow process that returns systems to users in the least amount of time possible while maintaining a single standard or quality. (ATP 4-33) (CASCOM)

No.	*Scale*	*Measure*
01	Yes/No	Procedures to provide maintenance management were successful in maintaining unit combat power and integrating environmental considerations.
02	Yes/No	Shop sections worked at or near capacity.
03	Yes/No	Unit had current backlog of jobs requiring lateral maintenance support.
04	Yes/No	The shop section layout design maximized workflow while maintaining a tactical stance.
05	Yes/No	Maintenance managers were aware of current operations and equipment densities.
06	Yes/No	Maintenance managers knew the locations of adjacent units, supply distribution points, aircraft landing sites, and all field maintenance points.
07	Yes/No	Maintenance managers estimated requirements accurately for upcoming operations.
08	Yes/No	Maintenance managers updated repair statuses in sustainment information systems as required.
09	Yes/No	Maintenance managers provided technical assistance to supported units as required.
10	Yes/No	Maintenance managers strictly adhered to the commander's requirements for managing controlled exchange operations.
11	Time	To obtain replacement parts.
12	Time	To repair equipment.
13	Time	To refine the concept and policies for equipment repair, maintenance, and evacuation and to establish maintenance facilities after receipt of warning order.
14	Time	Of turnaround for repair and return of critical combat equipment.
15	Time	To update records in sustainment information systems when equipment status changes.
16	Percent	Of average equipment downtime.
17	Percent	Of maintenance man-hours that were accurately recorded.
18	Percent	Of time-phased force and deployment data maintenance units deployed and operational.
19	Percent	Of equipment deadlined for maintenance.
20	Percent	Of equipment deadlined for supply.
21	Percent	Of equipment failures successfully repaired.
22	Percent	Of damaged equipment salvaged.
23	Percent	Of maintenance capabilities provided by contractor support.
24	Percent	Of operations degraded, delayed, or modified due to faulty maintenance management.
25	Percent	Of operation orders that addressed the collection, classification, and disposition of enemy materiel.
26	Percent	Of captured enemy materiel collected, classified, and disposed of per instructions from appropriate materiel management center.

ART 4.1.2 PROVIDE TRANSPORTATION SUPPORT

4-13. Units move material or personnel by towing, self-propulsion, or any carrier means including railways, ground supply routes, waterways, joint logistics over-the-shore, and air. ART 4.1.2 includes technical operations and moving, evacuating, and transferring cargo, personnel, and equipment between transportation modes. This task includes environmental, security, and storage considerations imbedded due to issues surrounding shipment of petroleum, oils, controlled pharmaceuticals, temperature sensitive medical products, and lubricants as well as potentially hazardous materials or other items to be transported. (FM 4-01) (CASCOM)

No.	*Scale*	*Measure*
01	Yes/No	Lack of transportation support did not delay, degrade, cause the modification of, or cancel unit operations.
02	Yes/No	Commander directed that contingency plans were developed for providing movement and transportation in the area of operations (AO).
03	Time	To refine transportation plan for AO after receipt of warning order.
04	Time	To establish a comprehensive transportation plan after AO was assigned.
05	Time	For movement control battalion or team to begin operations after AO was assigned.
06	Time	That operations were delayed due to late arrivals of personnel and equipment.
07	Percent	Of difference between transportation plan and actual requirements in AO.
08	Percent	Of planned movement services support attained in AO.
09	Percent	Of allowable cabin load filled for AO lift sorties (not including staging and backhaul).
10	Percent	Of airfields with materials handling equipment.
11	Percent	Of airlift sorties (not including staging and backhaul) flying at 90-percent allowable cabin load or better.
12	Percent	Of landing zones with materials handling equipment.
13	Percent	Of ports with materials handling equipment.
14	Percent	Of useable berths within a port facility.
15	Percent	Of scheduled transport movements completed on schedule.
16	Percent	Of fires delayed or canceled due to ammunition shortfall.
17	Percent	Of supplies moved to correct destination.
18	Percent	Of supplies lost or destroyed en route to destination in AO.
19	Number	Of passengers transported in AO per day in support of operations.
20	Number	Of ton-miles of supplies and equipment transported per day in AO.

ART 4.1.2.1 PROVIDE MOVEMENT CONTROL

4-14. Units commit allocated transportation assets and regulate movements according to commander's priorities to synchronize the distribution flow over lines of communications to sustain land forces. (ATP 4-16) (CASCOM)

No.	*Scale*	*Measure*
01	Yes/No	Procedures established to provide movement control in the area of operations (AO) did not delay, degrade, cause the modification of, or cancel unit operations.
02	Yes/No	Unit had and followed environmental considerations planning and procedures.
03	Yes/No	Commander directed that contingency plans be developed for providing movement and transportation in the AO.
04	Yes/No	Unit used transportation assets to backhaul waste for disposal.
05	Time	To refine transportation plan for AO after receipt of warning order.
06	Time	To establish comprehensive movement control plan after AO was assigned.
07	Time	For AO movement control battalion or team to begin operation after AO was assigned.

No.	Scale	Measure
08	Time	That operations were delayed due to late arrivals of personnel and equipment.
09	Time	To identify location of personnel and equipment in transit.
10	Percent	Of difference between transportation plan requirements and actual requirements in AO.
11	Percent	Of planned movement control support attained in AO.
12	Percent	Of scheduled transport movements completed on schedule.
13	Percent	Of accurate position reports.
14	Number	Of passengers transported per day in AO in support of operations.
15	Number	Of ton-miles of supplies and equipment transported per day in AO.

ART 4.1.2.1.1 Provide Route Synchronization

4-15. Units plan, route, and schedule movement on ground supply routes to regulate the flow of movement supporting military operations. Route synchronization prevents congestion and enforces movement priorities for the ground supply routes. (ATP 4-16) (CASCOM)

No.	Scale	Measure
01	Yes/No	Procedures established to provide route synchronization in the area of operations (AO) did not delay, degrade, cause the modification of, or cancel unit operations.
02	Time	To refine the route synchronization plan for AO after receipt of warning order.
03	Time	To establish, publish, and distribute a comprehensive route synchronization plan after AO was assigned.
04	Time	For movement control battalion or team to begin operation after AO was assigned.
05	Time	Delay in main supply route movements due to late arrivals of personnel or equipment.
06	Time	To identify location of personnel and equipment in transit.
07	Percent	Of difference between route synchronization plan requirements and actual requirements in AO.
08	Percent	Of planned route synchronization support attained in AO.
09	Percent	Of scheduled main supply route movements that were deconflicted.
10	Percent	Of accurate position reports.
11	Number	Of movement control teams available in the AO.

ART 4.1.2.1.2 Regulate Movement

4-16. Units identify critical points where restrictions could slow down or stop movement. Critical points are facilities, terminals, ports, railheads, and cargo transfer points that, if congested, will limit the efficiency and effectiveness of the entire transportation network. (ATP 4-16) (CASCOM)

No.	Scale	Measure
01	Yes/No	Procedures to regulate movement in the area of operations (AO) did not delay, degrade, cause the modification of, or cancel unit operations.
02	Time	To refine movement program for AO after receipt of warning order.
03	Time	To establish comprehensive port clearance plan after AO was assigned.
04	Time	For AO movement control battalion or team to begin operation after AO was assigned.
05	Time	Of delay in operations due to critical chokepoint clearance.
06	Time	To identify location of personnel and equipment in transit.
07	Percent	Of difference between movement program requirements and actual requirements in AO.
08	Percent	Of planned port clearance (air and sea) realized in AO.
09	Percent	Of scheduled transport movements completed on schedule.

No.	Scale	Measure
10	Percent	Of accurate position reports.
11	Number	Of critical points identified.

ART 4.1.2.1.3 Conduct Support to Movement

4-17. Units control movement with a distribution network design that addresses the use of main supply routes (names, direction of travel, size, and weight restrictions), checkpoints, rest and refuel areas, traffic control points, highway regulation points, and mobile patrols. A distribution network design reflects any critical points and restrictive route features, such as direction of travel or size and weight restrictions. ART 4.1.2.1.3 includes providing route signs and installing radio frequency interrogators at critical points to capture radio frequency tag data and report the data to in-transit visibility servers. (ATP 4-16) (CASCOM)

No.	Scale	Measure
01	Yes/No	Mobility support operations enhanced the capabilities of units in the area of operations (AO) to accomplish missions.
02	Time	To refine distribution newtwork design for AO after receipt of warning order.
03	Time	To establish checkpoints, rest areas, refuel points, traffic control posts, and highway regulation points to support the operation.
04	Time	To identify the location of personnel and equipment in transit.
05	Time	To produce and post route control signs and install radio frequency interrogators.
06	Percent	Of difference between distribution network design requirements and actual requirements in AO.
07	Percent	Of routes classified (weight and size restrictions) in AO.
08	Percent	Of secured routes produced in AO.
09	Percent	Of scheduled transport movements completed on schedule.
10	Percent	Of accurate position reports.
11	Number	Of radio frequency interrogators used in AO.

ART 4.1.2.2 Conduct Terminal Operations

4-18. Units provide an area or facility where unit cargo, equipment, or personnel are loaded, unloaded, secured in transit, or transferred and reconfigured to another transportation mode. ART 4.1.2.2 includes the preparation and reading of radio frequency tags to capture in-transit visibility and document inbound and outbound cargo movements. (ATP 4-13) (CASCOM)

No.	Scale	Measure
01	Yes/No	Terminal operations in the area of operations did not delay, disrupt, cause the modification of, or eliminate unit courses of action.
02	Yes/No	Unit had and followed environmental considerations planning and procedures.
03	Time	To refine theater distribution plan after receipt of warning order.
04	Time	To establish comprehensive terminal operation plan after theater operation order execution date.
05	Time	To begin movement control operations.
06	Percent	Of difference between planned and actual theater distribution plan requirements.
07	Percent	Of planned terminal operations completed in area of operations.
08	Percent	Of scheduled transport movements completed on schedule.
09	Percent	Of terminal capacity utilized in theater per day.
10	Percent	Of required terminal capacity provided by the host nation.
11	Percent	Of in-transit visibility transactions expected and actual.
12	Number	Of passengers processed per day through terminals in theater.

No.	Scale	Measure
13	Number	Of terminals operating in theater at activation.
14	Number	Of tons of supplies and equipment handled per day in theater terminals.
15	Number	Of terminals with active in-transit visibility radio frequency identification (RFID) capabilities installed.
16	Number	Of in-transit visibility RFID transactions transmitted.

ART 4.1.2.2.1 Perform Arrival and Departure Airfield Control Group Activities

4-19. Units coordinate, control, outload, and offload units and their equipment by air for deployment and redeployment. ART 4.1.2.2.1 requires marshaling of transported units, airfield reception, and outloading procedures as well as receiving and disposing of forces at the offload airfield. This task is the responsibility of the transported unit, its parent organization or installation, the arrival/departure airfield control group (A/DACG), and the contingency response element. ART 4.1.2.2.1 includes the movement of sustainment cargo through the airfield and coordination for the transfer of the cargo to another mode of transportation. (FM 4-01) (CASCOM)

No.	Scale	Measure
01	Yes/No	A/DACG activities did not delay the unit's movement through the aerial port of embarkation or aerial port of debarkation beyond the time to prepare equipment and personnel for movement or to reconfigure equipment for operations after movement.
02	Time	To establish A/DACG program for area of operations (AO) after receipt of warning order.
03	Time	To activate A/DACG on receipt of requirement in the AO.
04	Time	To provide requested materials handling equipment and logistic support to A/DACG.
05	Percent	Of difference between outload and offload requirements planned and the actual requirements in the AO.
06	Percent	Of planned arrivals and departures done on schedule in the AO.
07	Percent	Of scheduled passengers, unit equipment, and supplies moved on schedule.
08	Number	Of tons of supplies and equipment handled by A/DACG per day.
09	Number	Of passengers processed through A/DACG per day.

ART 4.1.2.2.2 Conduct Trailer, Container, and Flatrack Transfer Operations

4-20. Units establish and operate a transfer point for exchanging trailer, container, flatrack, and transportation platforms operating over adjoining segments of a line haul route or in support of a distribution hub. ART 4.1.2.2.2 includes controlling and reporting equipment engaged in transfer operations. (ATP 4-11) (CASCOM)

No.	Scale	Measure
01	Yes/No	Trailer, container, and flatrack transfer operations did not delay, restrict, cause the modification of, or cancel unit operations and mission.
02	Time	To refine theater distribution plan after receipt of warning order.
03	Time	To establish operational transfer points.
04	Percent	Of planned capabilities utilized.
05	Percent	Of in-transit visibility transactions expected and actual.
06	Percent	Of documentation errors corrected (digital and hard copy).
07	Number	Of trailers, containers, and flatracks processed through transfer point.
08	Number	Of trailers, containers, and flatracks stranded at transfer point.
09	Number	Of tons of supplies and materiel transferred at transfer point per day.
10	Number	Of unserviceable en route radio frequency identification (RFID) tag readers and interrogators effectively repaired by support element.

No.	Scale	Measure
11	Number	Of transfer points with active in-transit visibility RFID capability installed.
12	Number	Of maintenance and repair actions completed at transfer points.

ART 4.1.2.2.3 Conduct Rail Transfer Operations

4-21. Units coordinate, control, upload, and offload equipment by rail for deployment and redeployment. This requires monitoring, reporting and marshaling of equipment, railhead reception, out-loading procedures, and received and transshipped equipment at the offload railhead. ART 4.1.2.2.3 includes using rail for moving sustainment supplies and materiel, and the host-nation operation and maintenance of railway facilities, locomotives, and rolling stock. (ATP 4-14) (CASCOM)

No.	Scale	Measure
01	Yes/No	A delay in moving or handling of personnel, supplies, and equipment by rail degraded, delayed, or modified unit operations.
02	Time	To refine theater distribution plan for area of operations (AO) after receipt of warning order.
03	Time	To establish comprehensive rail movement plan after AO was assigned.
04	Percent	Of difference between planned and actual theater distribution plan requirements in AO.
05	Percent	Of planned rail movements performed in AO.
06	Percent	Of scheduled rail transport movements completed on schedule.
07	Percent	Of surface cargo in AO transported by railroad.
08	Percent	Of passengers stranded in transit for more than one day.
09	Percent	Of personnel, supplies, and equipment in AO that arrived at their destination on schedule.
10	Percent	Of operations degraded, delayed, or modified due to delays in moving or handling of personnel, supplies, and equipment.
11	Percent	Of rail transport capacity in AO used per day.
12	Percent	Of required rail transport provided by the host nation.
13	Percent	Of available rail network double tracked.
14	Percent	Of rolling stock operational.
15	Number	Of tons per day of supplies and equipment loaded at railheads.
16	Number	Of tons per day of supplies and equipment unloaded at railheads.
17	Number	Of passengers moved by rail transport per day.
18	Number	Of flatcars for oversized cargo.
19	Number	Of miles of rail per day repaired or upgraded.

ART 4.1.2.2.4 Conduct Marine Terminal Operations

4-22. Units provide for loading, offloading, and in-transit handling of cargo and personnel at seaports of embarkation and debarkation. ART 4.1.2.2.4 includes the transfer of cargo, equipment, and personnel from a marine terminal to another mode of ground or air transportation to facilitate onward movement and sustainment operations. Marine terminals are classified as fixed port facilities, unimproved port facilities, or bare beach port facilities. (ATP 4-16) (CASCOM)

No.	Scale	Measure
01	Yes/No	A delay in moving or handling of personnel, supplies, and equipment degraded, delayed, or modified unit operations.
02	Time	To refine marine terminal service program for area of operations (AO) after receipt of warning order.
03	Time	To establish comprehensive marine terminal services plan after AO was assigned.
04	Time	For terminals to begin operations after AO was assigned.

No.	Scale	Measure
05	Percent	Of difference between planned marine terminal service plan and actual requirements in AO.
06	Percent	Of planned marine terminal services support realized in AO.
07	Percent	Of scheduled transport movements completed on schedule.
08	Percent	Of marine terminal capacity in AO used per day.
09	Percent	Of required marine terminal capacity provided by the host nation.
10	Percent	Of operations degraded, delayed, or modified due to delays in loading, unloading, or handling of personnel, supplies, and equipment at a marine terminal.
11	Percent	Of lost submerged items recovered or salvaged.
12	Number	Of tons per day of supplies and equipment handled at marine terminals.
13	Number	Of tons per day of supplies and equipment held in storage at marine terminals.
14	Number	Of tons per day of supplies and equipment handled in intermodal operations in AO on average.
15	Number	Of passengers per day vectored through marine terminals in AO.
16	Number	Of marine terminals operating in AO at activation.

ART 4.1.2.3 CONDUCT MODE OPERATIONS

4-23. Units physically move supplies, unit equipment, individuals, and materiel on a transportation conveyance by a transportation mode or by unit means (individuals or unit organic means). ART 4.1.2.3 includes the relocation of ammunition supply and transfer holding points, supply support activities, and tactical joint logistics over-the-shore in support of the area of operations (AO) and mode operations. Operations include all modes of military, contracted, and commercial transportation assets. (FM 4-01) (CASCOM)

No.	Scale	Measure
01	Yes/No	Delay in mode operations did not degrade, delay, or modify unit operations.
02	Yes/No	Unit had and followed environmental considerations planning and procedures.
03	Yes/No	Unit facilitated internal travel of key leaders.
04	Yes/No	Contractors (host-nation or local national hires) were biometrically enrolled to compare their identities against the watch list for screening and vetting for positions of trust.
05	Time	To refine theater transportation plan for AO after receipt of warning order.
06	Time	To establish comprehensive transportation support plan after AO was assigned.
07	Time	For movement control battalion or team to begin operation after AO was assigned.
08	Percent	Of difference between planned and actual theater distribution plan requirements in AO.
09	Percent	Of planned movement services support completed in AO.
10	Percent	Of scheduled transport movements completed on schedule.
11	Percent	Of operations degraded, delayed, or modified due to delays in moving or evacuating personnel, supplies, and equipment.
12	Percent	Of personnel, supplies, and equipment in AO that arrived on schedule.
13	Percent	Of passengers stranded in transit for more than one day.
14	Percent	Of movement capacity in AO utilized per day.
15	Percent	Of required transport services provided by the host nation.
16	Number	Of tons per day of supplies and equipment moved by transport means in AO.
17	Number	Of tons per day of supplies and equipment in AO moved by organic units.
18	Number	Of passengers per day transported in AO.

ART 4.1.2.3.1 Move by Surface

4-24. Units transport cargo, equipment, and personnel by waterways, railroads, highways, or other means, such as organic transportation. ART 4.1.2.3.1 includes the performance of logistic convoys. (ATP 4-11) (CASCOM)

No.	*Scale*	*Measure*
01	Yes/No	Delay in surface transportation did not degrade, delay, or modify unit operations.
02	Time	To refine theater transportation plan for area of operations (AO) after receipt of warning order.
03	Time	To establish comprehensive surface transportation plan after AO was assigned.
04	Time	For AO movement control battalion or team to begin operation after AO was assigned.
05	Percent	Of difference between planned and actual theater distribution requirements in AO.
06	Percent	Of planned surface transport support completed in AO.
07	Percent	Of scheduled surface transport movements completed on schedule.
08	Percent	Of operations degraded, delayed, or modified due to delays in moving or evacuating personnel, supplies, and equipment.
09	Percent	Of surface cargo in AO transported by waterways.
10	Percent	Of surface cargo in AO transported by railroad.
11	Percent	Of bulk fuel in AO transported by pipeline.
12	Percent	Of surface cargo in AO transported by wheeled or tracked vehicles.
13	Percent	Of personnel, supplies, and equipment in AO that arrived at their destination on schedule.
14	Percent	Of passengers stranded in transit for more than one day.
15	Percent	Of surface transport capacity in AO utilized per day.
16	Percent	Of required surface transport provided by the host nation.
17	Number	Of tons per day of supplies and equipment in AO moved by surface transport.
18	Number	Of tons per day of supplies and equipment in AO moved by organic units.
19	Number	Of passengers per day transported by surface means in AO.

ART 4.1.2.3.2 Move by Air

4-25. Units transport personnel, cargo, and equipment by aircraft. These assets include military, contracted, and commercial as well as strategic and theater fixed-wing airlift. ART 4.1.2.3.2 also includes the use of rotary-wing and Army operational support fixed-wing airlift as transportation platforms to move personnel, equipment, and sustainment supplies. (FM 4-01) (CASCOM)

No.	*Scale*	*Measure*
01	Yes/No	Delay in air transportation did not degrade, delay, or modify unit operations.
02	Time	To refine theater transportation plan for area of operations (AO) after receipt of warning order.
03	Time	To establish comprehensive air movement plan after AO was assigned.
04	Time	For AO movement control battalion or team to begin operation after AO was assigned.
05	Percent	Of difference between planned and actual theater distribution requirements in AO.
06	Percent	Of planned air transport support completed in AO.
07	Percent	Of scheduled air transport movements completed on schedule.
08	Percent	Of operations degraded, delayed, or modified due to delays in moving or evacuating personnel, supplies, and equipment.
09	Percent	Of personnel, supplies, and equipment in AO that arrived at destination on schedule.
10	Percent	Of cargo in AO moved by air transport.
11	Percent	Of passengers stranded in transit for more than one day.

No.	Scale	Measure
12	Percent	Of air transport capacity in AO utilized per day.
13	Percent	Of required air transport provided by the host nation.
14	Number	Of tons per day of supplies and equipment moved by air transport in AO.
15	Number	Of tons per day of supplies and equipment in AO moved by organic aviation units.
16	Number	Of passengers per day moved by air transport in AO.

ART 4.1.2.3.3 Move by Water

4-26. Units provide for the movement of unit personnel, equipment, and sustainment cargo through and between Army water terminals. Water transport operations are conducted at established ocean and river ports, beach sites, and inland waterways. They are an integral part of inland waterway and shore-to-shore operations. Tasks include offshore ship discharge, inland waterway, and shore-to-shore operations for logistic purposes including logistics over-the-shore. (ATP 4-16) (CASCOM)

Note: Amphibious operations as a task are addressed in ART 1.2.1.1.3 (Conduct an Amphibious Assault).

No.	Scale	Measure
01	Yes/No	Delay in water transportation did not degrade, delay, or modify unit operations.
02	Time	To refine theater distribution plan for area of operations (AO) after receipt of warning order.
03	Time	To establish comprehensive water transport movement plan after AO was assigned.
04	Percent	Of difference between planned and actual theater distribution requirements in AO.
05	Percent	Of planned water transport movements performed in AO.
06	Percent	Of scheduled water transport movements completed on schedule.
07	Percent	Of surface cargo in AO transported via waterways.
08	Percent	Of passengers stranded in transit for more than one day.
09	Percent	Of personnel, supplies, and equipment in AO that arrived on schedule.
10	Percent	Of operation degraded, delayed, or modified due to delays in moving or handling of personnel, supplies, and equipment.
11	Percent	Of water transport capacity in AO used per day.
12	Percent	Of required water transport provided by the host nation.
13	Number	Of tons per day of supplies and equipment moved by water transport.
14	Number	Of tons per day of supplies and equipment moved by organic units.
15	Number	Of passengers per day moved by water transport.

ART 4.1.2.4 Integrate Host-Nation Rail

4-27. Units plan, advise, and conduct capability assessments of host-nation (HN) rail capability. Units serve as the liaison among the host nation and theater commanders, corps commanders, and the theater sustainment command or expeditionary sustainment command. Units advise HN railway personnel on required improvements and repairs to their rail infrastructure. This includes advising on the inspection of railway bridges, tunnels, and rail yards. Units perform contracting officer representative functions associated with contracted rail assets, as required. (ATP 4-14) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit provided rail network capability and infrastructure assessments.
02	Yes/No	Unit performed rail mode feasibility studies and advised on employing rail capabilities.
03	Yes/No	Unit coordinated rail and bridge safety assessments.

No.	Scale	Measure
04	Yes/No	Unit performed and assisted with rail planning.
05	Yes/No	Unit coordinated the use of HN or contracted rail assets.
06	Yes/No	Unit advised commander on HN rail infrastructure capabilities and employing HN assets in support of military rail operations.
07	Yes/No	Unit performed contracting officer's representative duties to oversee and provide quality assurance of the contracts.
08	Time	To complete feasibility study and infrastructure assessments.
09	Time	To complete rail and bridge safety assessments.
10	Time	To refine rail plan in support of theater distribution for area of operations.
11	Time	To coordinate use of HN or contracted rail assets.
12	Time	To prepare construction estimates of railroad facilities.
13	Percent	Of difference between planned and actual theater rail distribution plan requirements in area of operations.
14	Percent	Of terminal capacity provided by host nation including percent of capacity used per day.
15	Percent	Of scheduled rail transport movement completed on schedule.
16	Percent	Of in-transit visibility transaction expected versus actual.
17	Percent	Of rail movements performed in area of operations.
18	Percent	Of rail movements in area of operations including percent of surface cargo in area of operations transported by rail.

ART 4.1.3 PROVIDE SUPPLIES

4-28. Units provide all classes of supply necessary to equip, maintain, and operate military units. This task also includes the commander responsibilities in coordination, percentages of supplies delivered, and amounts of supplies issued and received. (FM 4-40) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit had supplies to conduct its mission.
02	Yes/No	Unit did not have to wait for supplies before it could conduct its mission.
03	Yes/No	Commander coordinated with higher, adjacent, supported, and supporting units to maintain all classes of supplies necessary to equip, maintain, and operate assigned, attached, and supported units in the area of operations (AO).
04	Time	Required to develop or update plans to establish support operations after receipt of warning order.
05	Time	To develop concept of support sustainment requirements after receipt of warning order.
06	Time	To reach time-phased operating and safety levels of supply in AO.
07	Percent	Of supply stockpiled in AO to support operations.
08	Percent	Of sustainment supply in AO supported by available facilities.
09	Percent	Of difference between planned and actual demand by type of supply in AO.
10	Percent	Of planned supply support completed in AO.
11	Percent	Of supplies available in AO compared to requirements by type of supply.
12	Percent	Of replenishment stocks in AO delivered on time.
13	Percent	Of shortfalls in supply that had acceptable alternatives.
14	Percent	Of required supplies delivered in AO.
15	Percent	Of operations degraded, delayed, or modified due to delays in moving or evacuating personnel, supplies, and equipment.
16	Percent	Of requisitions in AO filled.

No.	Scale	Measure
17	Percent	Of required delivery date in AO met.
18	Percent	Of requisitions in AO filled from shelf stock.
19	Percent	Of critical replenishment stocks in AO that experienced late delivery.
20	Number	Of tons per day of supplies and equipment in AO delivered to operating forces by class of supply.

ART 4.1.3.1 PROVIDE SUBSISTENCE (CLASS I)

4-29. Units provide food in bulk or prepackaged rations and packaged water. This task also includes the provision of health and comfort packages, such as toothbrushes, toothpaste, soap, disposable razors, and other personal care items after the first 30 days of deployment and until Army and Air Force Exchange Service tactical field exchanges are operational. (ATTP 4-41) (CASCOM)

Note: The task of inspecting Class I and Class I sources is contained in ART 6.7.2 (Provide Veterinary Services).

No.	Scale	Measure
01	Yes/No	Unit had Class I supplies to conduct its mission.
02	Yes/No	Unit did not have to wait for Class I supplies before it could conduct its mission.
03	Yes/No	Unit ensured adequate health, food provisions, and security for personnel.
04	Time	To develop or update plans to establish support operations after receipt of warning order.
05	Time	To develop concept of support sustainment requirements after receipt of warning order.
06	Time	To reach time-phased operating and safety levels of supply in the area of operations (AO).
07	Time	Of Class I supply stockpiled in AO to support operations.
08	Time	Of sustainment supply in AO supported by available facilities.
09	Percent	Of difference between planned and actual demand by supply line in AO.
10	Percent	Of planned Class I supply support performed in AO.
11	Percent	Of Class I supplies available in AO compared to requirements.
12	Percent	Of replenishment stocks delivered on time in AO.
13	Percent	Of shortfalls in Class I supply in AO that had acceptable alternatives.
14	Percent	Of required Class I supplies in AO delivered.
15	Percent	Of operations degraded, delayed, or modified due to delays in moving Class I supplies.
16	Percent	Of Class I supply requisitions filled in AO.
17	Percent	Of required delivery date for Class I supplies in AO performed.
18	Percent	Of critical replenishment stocks in AO that experienced late delivery.
19	Percent	Of Class I supplies provided by the host nation.
20	Percent	Of units ordering health and comfort packs after 90 and 180 days of deployment.
21	Number	Of tons per day of Class I supply in AO delivered to operating forces.
22	Number	Of containers received in theater of operations with only one menu item.
23	Number	Of containers received in theater of operations with multiple lunch, dinner, or breakfast items.
24	Number	Of units receiving health and comfort packs after Army and Air Force Exchange Service exchange or tactical field exchange was established locally.
25	Number	Of days of supply of Class I maintained by subsistence prime vendor.

No.	Scale	Measure
26	Number	Of days of supply of Class I maintained by contractor other than subsistence prime vendor.
27	Number	Of days of supply of Class I maintained by subsistence platoons.
28	Number	Of tons of Class I supply condemned in the AO per day.

ART 4.1.3.2 Provide Clothing, Individual Equipment, Tools, and Administrative Supplies (Class II)

4-30. Units provide clothing, individual equipment, tentage, organizational tool sets and kits, hand tools, geospatial products, and administrative and housekeeping supplies and equipment. (ATP 4-42) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit had Class II supplies to conduct its mission.
02	Yes/No	Unit did not have to wait for Class II supplies before it could conduct its mission.
03	Time	To refine supply support program for the area of operations (AO) after receipt of warning order.
04	Time	To develop concept of support sustainment requirements after receipt of warning order.
05	Time	To reach time-phased operating and safety levels of supply in AO.
06	Time	Of Class II supply stockpiled in AO to support operations.
07	Time	Of sustainment supply in AO supported by available facilities.
08	Percent	Of difference between planned and actual demand by supply line in AO.
09	Percent	Of planned Class II supply support completed in AO.
10	Percent	Of Class II supplies available in AO compared to requirements.
11	Percent	Of replenishment stocks delivered on time in AO.
12	Percent	Of shortfalls in Class II supply in AO that had acceptable alternatives.
13	Percent	Of required Class II supplies in AO delivered.
14	Percent	Of operations degraded, delayed, or modified due to delays in moving Class II supplies.
15	Percent	Of Class II supply requisitions filled in AO.
16	Percent	Of required delivery date for Class II supplies in AO completed.
17	Percent	Of critical replenishment stocks in AO that delivered late.
18	Percent	Of Class II supplies provided by the host nation.
19	Number	Of tons per day of Class II supplies in AO delivered to operating forces.

ART 4.1.3.3 Provide Petroleum, Oils, and Lubricants (Class III)

4-31. Units supply bulk fuel and packaged petroleum products. This task and its subordinate tasks will always include environmental considerations. (ATP 4-43) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit had sufficient Class III supplies to conduct its mission.
02	Yes/No	Unit did not have to wait for Class III supplies before it could conduct its mission.
03	Yes/No	Unit had and followed spill planning and procedures for environmental considerations.
04	Time	To develop replenishment concept after receipt of warning order.
05	Time	Of operational delay due to fuel shortages.
06	Time	Of supply of required fuel in place to support campaign.
07	Percent	And type of daily Class III provided by the host nation.
08	Percent	And type of required fuel delivered to theater of operations.

No.	Scale	Measure
09	Percent	Of fuel delivery capacity available in theater of operations.
10	Percent	Of attempted deliveries destroyed by enemy action.
11	Percent	Of destroyed fuel deliveries anticipated and compensated for.
12	Percent	Of refueling capabilities available in theater of operations at times and places needed.
13	Percent	Of total refueling assets available to support operational forces in theater of operations.
14	Percent	Of time-phased force and deployment data bulk fuel units deployed and operating.
15	Number	Of available gallons of fuel lost to spills per day.
16	Number	Of gallons and types of fuel delivered to theater of operations.

ART 4.1.3.3.1 Provide Bulk Fuel

4-32. Units provide bulk fuels to units using tankers, rail tank cars, hose lines, bulk transporters, commercial pipelines, and inland petroleum distribution system pipelines. ART 4.1.3.3.1 includes the completion of refueling on the move. (ATP 4-43) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit had the necessary bulk Class III supplies to conduct its mission.
02	Yes/No	Unit did not have to wait for bulk Class III supplies before it could conduct its mission.
03	Yes/No	Unit had and followed spill planning and procedures for environmental considerations.
04	Yes/No	Unit converted commercial grade fuel to military grade by injecting additives.
05	Time	To develop replenishment concept after receipt of warning order.
06	Time	Of operational delay due to fuel shortages.
07	Percent	Of supply of required fuel in place to support campaign.
08	Percent	And type of daily Class III bulk fuel provided by the host nation.
09	Percent	And type of required bulk fuel delivered to theater of operations.
10	Percent	Of bulk fuel deliveries completed compared to forecasted requirements.
11	Percent	Of bulk fuel delivery capacity available in theater of operations.
12	Percent	Of attempted deliveries destroyed by enemy action.
13	Percent	Of destroyed bulk fuel deliveries anticipated and compensated for.
14	Percent	Of bulk refueling capabilities available in theater of operations at times and places needed.
15	Percent	Of total bulk refueling assets available to support operational forces in theater of operations.
16	Percent	Of time-phased force and deployment data bulk fuel units deployed and operating.
17	Percent	Of available bulk fuel lost to spills.
18	Number	Of gallons per day of bulk fuel lost to spills.
19	Number	Of gallons and types of bulk fuel delivered to theater of operations.

ART 4.1.3.3.2 Provide Packaged Petroleum, Oils, and Lubricants Products

4-33. Units provide packaged products—including lubricants, greases, hydraulic fluids, compressed gasses, and specialty items—that are stored, transported, and issued in containers with a capacity of 55 gallons (208 liters) or less. (ATP 4-43) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit had Class III supplies to conduct its mission.
02	Yes/No	Unit did not have to wait for packaged Class III supplies before it could conduct its mission.
03	Yes/No	Unit had and followed spill planning and procedures for environmental considerations.

No.	Scale	Measure
04	Time	To refine the supply support program for an area of operations after receipt of warning order.
05	Time	Of operational delay due to fuel shortages.
06	Percent	Of supplies of required packaged petroleum products in place to support operations.
07	Percent	And type of daily Class III packaged petroleum products provided by the host nation.
08	Percent	And type of required packaged petroleum products delivered to theater of operations.
09	Percent	Of packaged petroleum products deliveries completed compared to forecasted requirements.
10	Percent	Of attempted deliveries destroyed by enemy action.
11	Number	Of gallons per day and type of packaged petroleum products delivered to theater of operations.

ART 4.1.3.3.3 Provide Petroleum Quality Assurance and Quality Surveillance

4-34. The government performs quality assurance in determining requirements and specifications for petroleum products and related services. Quality surveillance includes measures used to determine and maintain the quality of government-owned petroleum products to ensure that such products are suitable for their intended use. Quality surveillance ensures that products meet quality standards after acceptance from the contractor as well as after transfer between government agencies or issue to users. (TM 4-43.31) (CASCOM)

No.	Scale	Measure
01	Yes/No	Class III supplies did not cause damage to the equipment when used per normal safeguards.
02	Yes/No	Unit did not have to delay operations to purge equipment fuel and lubrication systems of contamination.
03	Yes/No	Unit had and followed spill planning and procedures for environmental considerations.
04	Time	To develop a program that ensures military petroleum products were procured under federal or military specification.
05	Percent	Of fuel meeting chapter 7 of DOD 4140.25-M-V2 specifications.
06	Percent	Of fuel received and tested.
07	Percent	Of laboratories provided and maintained for testing fuels and lubricants per applicable regulations.
08	Percent	Of agencies maintaining a quality surveillance program as prescribed in applicable regulations.
09	Percent	Of fuel certified by the United States Army Petroleum Center.
10	Percent	Of fuel products in excess of 10,000 gallons (37,854 liters) per DA Pam 710-2-1.
11	Percent	Of fuel products meeting standards established by AR 200-1 and the Air Pollution Abatement Program.
12	Percent	Of fuel tested per American Society for Testing and Materials or federal test methods.

ART 4.1.3.3.4 Conduct Aerial Refueling

4-35. Units use Army special operations forces aviation capabilities to receive aerial refueling to extend the range of rotary-wing insertion and exfiltration platforms. (FM 3-76) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit had aerial refueling capabilities to conduct its mission.
02	Yes/No	Aerial refueling assets required to support mission accomplishment were where they were supposed to be when and with the quantities specified in the operation order.
03	Yes/No	Unit had and followed spill planning and procedures for environmental considerations.
04	Time	To provide aerial fuel resupply concept after receipt of warning order.

No.	Scale	Measure
05	Time	To conduct aerial refueling operations.
06	Percent	Of daily aerial refueling requirements provided by organic support assets.
07	Percent	Of required bulk fuel delivered to units.
08	Percent	Of bulk fuel delivery capacity available.
09	Percent	Of required aerial refueling support assets available for the operation.
10	Percent	Of bulk aerial refueling capabilities available in theater at times and places needed.
11	Percent	Of total bulk refueling assets available to support operational forces in theater of operations.
12	Number	Of gallons or pounds of fuel available in the area of operations.
13	Number	Of days of required fuel in place to support operation.
14	Number	Of total flying hours for each aircraft.
15	Number	Of kilometers between support locations and supported forces.
16	Number	Of aviation platforms requiring fuel.
17	Number	Of gallons per day of bulk aviation fuel lost to spills.

ART 4.1.3.3.5 Provide Retail Fuels

4-36. Units provide retail fuels to individual systems from tankers, rail tank cars, hose lines, or bulk transporters. (ATP 4-43) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit had the necessary bulk Class III supplies to conduct its mission.
02	Yes/No	Unit had and followed spill planning and procedures for environmental considerations.
03	Time	That the supply of required fuel was in place to support campaign.
04	Percent	And type of daily Class III retail fuel requirements provided by the host nation.
05	Percent	Of retail fuel deliveries completed compared to forecasted requirements.
06	Percent	Of available retail fuel lost to spills.
07	Number	Of gallons per day of retail fuel lost to spills.
08	Number	Of gallons and types of retail fuel delivered to users in the area of operations.

ART 4.1.3.4 Provide Barrier and Construction Materials (Class IV)

4-37. Units provide construction materials including installed equipment and all fortification and barrier materials. (ATP 4-42) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit had Class IV supplies to conduct its mission.
02	Yes/No	Unit did not have to wait for Class IV supplies before it could conduct its mission.
03	Time	Required to develop or update plans to establish support operations after receipt of warning order.
04	Time	To develop concept of support sustainment requirements after receipt of warning order.
05	Time	To reach time-phased operating and safety levels of supply in the area of operations (AO).
06	Percent	Of difference between projected engineer construction material requirements and actual requirements in AO.
07	Percent	Of planned Class IV supply support completed in AO.
08	Percent	Of Class IV supplies available in AO compared to requirements.
09	Percent	Of replenishment stocks delivered on time in AO.

No.	Scale	Measure
10	Percent	Of shortfalls in Class IV supply in AO that had acceptable alternatives.
11	Percent	Of required Class IV supplies in AO delivered.
12	Percent	Of operations degraded, delayed, or modified due to delays in providing Class IV supplies to the right locations in the right quantities.
13	Percent	Of Class IV supply requisitions filled in AO.
14	Percent	Of required delivery date for Class IV supplies performed in AO.
15	Percent	Of critical replenishment stocks in AO that experienced late delivery.
16	Percent	Of Class IV supplies provided by the host nation.
17	Number	Of days of Class IV supply stockpiled in AO to support campaign.
18	Number	Of days of sustainment supply in AO supported by available facilities.
19	Number	Of sawmills operating in the AO per environmental considerations.
20	Number	Of rock crushing facilities or quarries operating in the AO per environmental considerations.
21	Number	And types of Class IV supply in tons per day delivered to forces in the AO.

ART 4.1.3.5 Provide Ammunition (Class V)

4-38. Units provide the right type and quantity of ammunition to the force. (ATP 4-35) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit had Class V supplies to conduct its mission.
02	Yes/No	Unit did not have to wait for Class V supplies before it could conduct its mission.
03	Time	To determine suitable munitions available in theater after receipt of warning order.
04	Time	To develop replenishment concept after receipt of warning order.
05	Time	To deliver replenishment stocks after required delivery date.
06	Percent	Of required lift available.
07	Percent	Of minimum safety level of build-up stocks maintained at staging areas.
08	Percent	Of munitions at zero balance.
09	Percent	Of munitions lines below required supply rates.
10	Percent	Of time-phased force and deployment list (TPFDL) ammunition units deployed and operational.
11	Percent	Capacity of TPFDL ammunition units deployed and operational.
12	Percent	Of unit missions delayed due to shortfall in major equipment items.
13	Percent	Of high-payoff targets attacked with preferred munitions.

ART 4.1.3.5.1 Provide Munitions

4-39. Units supply munitions—small arms ammunition, grenades, mines, rockets, missiles, tank and field artillery rounds, and nonlethal ammunition—to the force. (ATP 4-35) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit had Class V supplies to conduct its mission.
02	Yes/No	Unit did not have to wait for Class V supplies before it could conduct its mission.
03	Time	After receipt of warning order to determine if suitable munitions were available in the area of operations.
04	Time	To deliver replenishment stocks after required delivery date.
05	Percent	Of minimum safety level of build-up stocks maintained at staging areas.
06	Percent	Of required reception and onward movement support available.
07	Percent	Of missions delayed due to shortfall of munitions.

No.	Scale	Measure
08	Percent	Of fire missions delayed or not completed due to munitions shortfall.
09	Percent	Of high-payoff targets requiring reattack because preferred munitions not available.
10	Percent	Of replenishment stocks delivered before required delivery date.
11	Number	Of days of supply supported by available facilities.

ART 4.1.3.5.2 Provide Separate Loading Munitions

4-40. Units supply munitions items, such as separate loading field artillery rounds, that have distinct components. (ATP 4-35) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit had Class V supplies to conduct its mission.
02	Yes/No	Unit did not have to wait for Class V supplies before it could conduct its mission.
03	Time	After receipt of warning order to determine if suitable munitions were available in the area of operations.
04	Time	To deliver replenishment stocks of separate loading ammunition after required delivery date.
05	Percent	Of minimum safety level of build-up stocks maintained at staging areas.
06	Percent	Of required reception and onward movement support available.
07	Percent	Of fire missions delayed or not completed due to separate loading munitions shortfall.
08	Percent	Of high-payoff targets that required reattack because separate loading munitions were not available.
09	Percent	Of replenishment stocks delivered before required delivery date.
10	Number	Of days of supply supported by available facilities.

ART 4.1.3.5.3 Provide Pyrotechnic and Specialty Items

4-41. Units supply munitions items such as explosive bolts, ejection cartridges, and demolition charges and other specialty items that fall within the nonlethal category. (ATP 4-35) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit had pyrotechnic and specialty items to conduct its mission.
02	Yes/No	Unit did not have to wait for pyrotechnic and specialty items before it could conduct its mission.
03	Time	After receipt of warning order to determine if suitable munitions were available in the area of operations.
04	Time	To deliver replenishment stocks of pyrotechnic or specialty items ammunition after required delivery date.
05	Percent	Of minimum safety level of build-up stocks maintained at staging areas.
06	Percent	Of required reception and onward movement support available.
07	Percent	Of missions delayed due to shortfall of pyrotechnic and specialty items.
08	Percent	Of fire missions delayed or not completed due to pyrotechnic and specialty items munitions shortfall.
09	Percent	Of high-priority targets that required reattack because pyrotechnic and specialty items munitions were not available.
10	Percent	Of replenishment stocks delivered before required delivery date.
11	Number	Of days of supply supported by available facilities.

ART 4.1.3.6 Provide Personal Demand Items (Class VI)

4-42. Units coordinate and provide personal demand items such as health and hygiene products and nonmilitary sales items. (FM 4-40) (CASCOM)

No.	*Scale*	*Measure*
01	Yes/No	Unit had the necessary Class VI supplies to conduct its mission.
02	Yes/No	Unit did not have to wait for Class VI supplies before it could conduct its mission.
03	Time	Required to develop or update plans to establish support operations after receipt of warning order.
04	Time	To develop concept of support sustainment requirements after receipt of warning order.
05	Time	To reach time-phased operating and safety levels of supply in area of operations (AO).
06	Percent	Of difference between planned and actual demand by supply line in AO.
07	Percent	Of Class VI supplies available in AO compared to requirements.
08	Percent	Of replenishment stocks delivered on time in AO.
09	Percent	Of shortfalls in Class VI supply in AO that had acceptable alternatives.
10	Percent	Of required Class VI supplies in AO delivered.
11	Percent	Of planned Class VI supply support completed in AO.
12	Percent	Of operations degraded, delayed, or modified due to delays in moving Class VI supplies.
13	Number	Of days of Class VI supply stockpiled in AO to support campaign.
14	Number	Of days of sustainment supply in AO supported by available facilities.
15	Number	Of tons per day of Class VI supply in AO delivered to operating forces.

ART 4.1.3.7 Provide Major End Items (Class VII)

4-43. Units provide major end items such as launchers, tanks, mobile machine shops, and vehicles. (FM 4-40) (CASCOM)

No.	*Scale*	*Measure*
01	Yes/No	Unit had Class VII supplies to conduct its mission.
02	Yes/No	Unit did not have to wait for Class VII supplies before it could conduct its mission.
03	Time	To reach time-phased operating and safety levels of supply in the area of operations (AO).
04	Time	Required to develop or update plans to establish support operations after receipt of warning order.
05	Time	To develop concept of support sustainment requirements after receipt of warning order.
06	Percent	Of difference between planned and actual demand by supply line in AO.
07	Percent	Of planned Class VII supply support performed in AO.
08	Percent	Of Class VII supplies available in AO compared to requirements.
09	Percent	Of replenishment stocks delivered on time in AO.
10	Percent	Of shortfalls in Class VII supply in AO that had acceptable alternatives.
11	Percent	Of required Class VII supplies in AO delivered.
12	Percent	Of Class VII supply requisitions filled in AO.
13	Percent	Of operations degraded, delayed, or modified due to delays in moving Class VII supplies.
14	Percent	Of required delivery date for Class VII supplies in AO completed.
15	Percent	Of critical replenishment stocks in AO delivered late.
16	Percent	Of Class VII supplies provided by the host nation.

No.	Scale	Measure
17	Percent	Of Class VII supplies enemy actions attempted to destroy.
18	Number	Of days of Class VII supply stockpiled in AO to support operations.
19	Number	Of days of sustainment supply in AO supported by available facilities.
20	Number	Of tons per day of Class VII supply in AO delivered to operating forces.

ART 4.1.3.8 PROVIDE MEDICAL MATERIEL AND REPAIR PARTS (CLASS VIII)

4-44. Units provide Class VIII medical materiel to include medical supplies, equipment, and medical peculiar repair parts. (FM 4-02.1) (USAMEDDC&S)

Note: ART 4.3.4 (Provide Medical Logistics) addresses the other aspects of medical logistics.

No.	Scale	Measure
01	Yes/No	Unit had Class VIII supplies to conduct its mission.
02	Yes/No	Unit did not have to wait for Class VIII supplies before it could conduct its mission.
03	Yes/No	Unit had Class VIII medical repair parts to conduct its mission.
04	Yes/No	Unit did not have to wait for Class VIII medical repair parts before it could conduct its mission.
05	Time	Required to develop or update plans to establish support operations after receipt of warning order.
06	Time	To transship Class VIII supplies and medical equipment upon receipt of warning order.
07	Time	To provide emergency shipment of Class VIII supplies in the area of operations (AO).
08	Time	To refine medical equipment maintenance and repair support program after receipt of warning order.
09	Time	To receive medical repair parts after requisition.
10	Time	An average piece of medical equipment was not mission capable (awaiting parts).
11	Time	To requisition, procure, and provide critical medical repair parts.
12	Percent	Of difference between planned and actual demand by supply line in AO.
13	Percent	Of planned Class VIII supply support completed in AO.
14	Percent	Of Class VIII supplies that required replenishment per day.
15	Percent	Of shortfalls in Class VIII supply in AO that had acceptable alternatives.
16	Percent	Of required Class VIII supplies delivered in AO.
17	Percent	Of operations degraded, delayed, or modified due to delays in moving Class VIII supplies.
18	Percent	Of Class VIII supply requisitions filled in AO.
19	Percent	Of required delivery date for Class VIII supplies performed in AO.
20	Percent	Of critical replenishment stocks in AO delivered late.
21	Percent	Of Class VIII supplies (meeting regulatory requirements) provided by the host nation.
22	Percent	Of medical equipment down.
23	Percent	Of time-phased force and deployment list medical logistics units deployed and operational.
24	Percent	Of medical equipment down awaiting delivery of repair parts.
25	Number	Of Class VIII items requiring disposal due to cold chain loss during shipment.
26	Number	Of instances when medical capabilities were unavailable due to shortage or lack of Class VIII supplies or equipment.
27	Number	Of tons per day of Class VIII supplies (and medical repair parts) in AO delivered to operating forces.

ART 4.1.3.9 Provide Repair Parts (Class IX)

4-45. Units provide any part, subassembly, assembly, or component required for installation in the maintenance of an end item, subassembly, or component. (FM 4-40) (CASCOM)

No.	*Scale*	*Measure*
01	Yes/No	Unit had Class IX supplies to conduct its mission.
02	Yes/No	Unit did not have to wait for Class IX supplies before it could conduct its mission.
03	Time	To refine supply support program after receipt of warning order.
04	Time	To receive repair parts after requisition.
05	Time	That an average piece of equipment was not mission capable (awaiting parts).
06	Time	To requisition, procure, and provide critical repair parts.
07	Percent	Of average equipment downtime.
08	Percent	Of maintenance units deployed and operational.
09	Percent	Of equipment deadlined for supply.
10	Percent	Of transportation units deployed and operational.
11	Percent	Of Class IX requirements provided by the host nation.
12	Number	Of tons per day of Class IX supplies in the area of operations delivered to operating forces.

ART 4.1.3.10 Provide Supplies for Civilian Use (Class X)

4-46. Units provide materials to support nonmilitary programs, such as agriculture and economic development. (FM 4-40) (CASCOM)

No.	*Scale*	*Measure*
01	Yes/No	Unit had Class X supplies to conduct its mission.
02	Yes/No	Unit did not have to wait for Class X supplies before it could conduct its mission.
03	Yes/No	United States (U.S.) and host-nation laws and regulations allowed civilians to use supplies provided.
04	Time	To establish liaison with appropriate host-nation civilian government officials in the area of operations (AO) after receipt of mission.
05	Time	To coordinate host-nation support agreements after AO was assigned.
06	Percent	Of sustainment supplies in AO procured from host-nation sources.
07	Percent	Of logistic effort in AO provided by the host nation.
08	Number	Of facilities used by U.S. units in AO provided by the host nation.
09	Number	Of host-nation support agreements in effect in AO.
10	Number	Of U.S. military units that had host-nation liaison officers assigned in AO.
11	Number	Of tons per day of class X supplies in AO delivered for civilian use.

ART 4.1.3.11 Provide Water Support

4-47. ART 4.1.3.11 includes purification, distribution, storage, and quality surveillance of water. This task incorporates environmental considerations. (FM 10-52) (CASCOM)

Note: ART 4.1.7 (Provide General Engineering Support) addresses construction, repairing, maintenance, and operations of permanent and semipermanent water facilities, such as the drilling of water wells.

No.	Scale	Measure
01	Yes/No	Unit had potable and nonpotable water supplies to conduct its mission.
02	Yes/No	Unit did not have to wait for potable and nonpotable water before it could conduct its mission.
03	Time	Required to develop or update plans to establish support operations after receipt of warning order.
04	Time	To develop concept of support sustainment requirements after receipt of warning order.
05	Time	To reach time-phased operating and safety levels of supply in the area of operations (AO).
06	Percent	Of difference between planned and actual demand by supply line in AO.
07	Percent	Of planned potable water support completed in AO.
08	Percent	Of potable water generation equipment available in AO compared to requirements.
09	Percent	Of shortfalls in potable water generation and distribution equipment in AO that had acceptable alternatives.
10	Percent	Of required potable water generated in AO.
11	Percent	Of operations degraded, delayed, or modified due to delays in generating and distributing potable water.
12	Percent	Of potable water (bottled) provided by the host nation.
13	Number	And types of potable water generation equipment stockpiled in AO to support operations.
14	Number	Of days of sustainment supply in AO supported by available facilities.
15	Number	Of gallons per day of potable water in AO delivered to operating forces.
16	Number	Of gallons of potable water packaged daily at each bottling plant.

ART 4.1.3.11.1 Purify Water

4-48. Units provide and operate water purification equipment and facilities to provide potable water for consumption and use where purified water is required. (FM 10-52) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit had potable water supplies to conduct its mission.
02	Yes/No	Unit did not have to wait for potable water before it could conduct its mission.
03	Yes/No	Unit had and followed spill planning and procedures for environmental considerations.
04	Time	To refine field services program for the area of operations (AO) after receipt of warning order.
05	Percent	Of difference between planned and actual demand by supply line in AO.
06	Percent	Of planned capacity of water purification support performed in AO.
07	Percent	Of operational water purification facilities and equipment in AO.
08	Percent	Of required gallons of water provided per day in AO.
09	Percent	Of water distribution system operational on average in AO.
10	Percent	Of total potable water production capacity used on average in AO.
11	Number	Of water purification teams in AO.
12	Number	Of water sources available in AO.
13	Number	Of days of water supply on hand in AO.
14	Number	Of gallons of potable water required per person per day in AO.
15	Number	Of gallons of potable water provided per person per day in AO.

ART 4.1.3.11.2 Provide Packaged Water

4-49. Units provide potable water that is packaged, stored, transported, and issued in containers with a capacity .5 to 10 liters (.13 to .26 gallons). (FM 10-52) (CASCOM)

No.	*Scale*	*Measure*
01	Yes/No	Unit had purified and packaged enough potable water to conduct its mission.
02	Yes/No	Unit had potable packaged water to conduct its mission.
03	Yes/No	Unit did not have to wait for packaged potable water before it could conduct its mission.
04	Time	To refine supply support program for the area of operations after receipt of warning order.
05	Time	Of operational delay due to potable packaged water shortages.
06	Percent	Of supply of required packaged potable water in place to support operations.
07	Percent	Of daily potable packaged water provided by the host nation.
08	Percent	Of potable packaged water delivered to theater.
09	Percent	Of potable packaged water deliveries completed compared to forecasted requirements.
10	Number	Of gallons per day of potable packaged water delivered to theater.

ART 4.1.3.12 Provide Miscellaneous Supplies

4-50. Units provide miscellaneous supplies and captured materials. (FM 4-40) (CASCOM)

No.	*Scale*	*Measure*
01	Yes/No	Unit had miscellaneous supplies to conduct its mission.
02	Yes/No	Unit did not have to wait for miscellaneous supplies before it could conduct its mission.
03	Time	Required to develop or update plans to establish support operations after receipt of warning order.
04	Time	To develop concept of support for miscellaneous supply requirements after receipt of warning order.
05	Time	To reach time-phased operating and safety levels of supply in the area of operations (AO).
06	Time	To certify captured supplies as being safe substitutes for United States supplies.
07	Percent	Of difference between planned and actual demand by supply line in AO.
08	Percent	Of planned supply support for miscellaneous supplies completed in AO.
09	Percent	Of miscellaneous supplies available in AO compared to requirements.
10	Percent	Of miscellaneous replenishment stocks delivered on time in AO.
11	Percent	Of shortfalls in miscellaneous supplies that had acceptable alternatives.
12	Percent	Of daily supply requirements that could be supported by using captured supplies.
13	Percent	Of required miscellaneous supplies delivered in AO.
14	Percent	Of operations degraded, delayed, or modified due to delays in moving miscellaneous supplies.
15	Percent	Of miscellaneous supply requisitions filled in AO.
16	Percent	Of required delivery date for miscellaneous supplies in AO realized.
17	Percent	Of critical replenishment stocks in AO that experienced late delivery.
18	Percent	Of miscellaneous supplies provided by the host nation.
19	Number	Of days of miscellaneous supplies stockpiled in AO to support operations.
20	Number	Of days of miscellaneous supplies in AO supported by available facilities.
21	Number	Of tons of miscellaneous supplies per day delivered to operating forces.

ART 4.1.3.13 Perform Forward Arming and Refueling Point Activities

4-51. Units establish a temporary facility organized, equipped, and deployed to provide fuel and ammunition to employ helicopter units. A forward arming and refueling point (FARP) is located closer to the area of operations than the aviation unit's sustainment area. Implementing a FARP includes environmental considerations. (ATP 3-04.94) (USAACE)

No.	*Scale*	*Measure*
01	Yes/No	FARP contained supplies to allow the aviation element to continue its mission.
02	Yes/No	FARP was operational when and where necessary to support the aviation element and had applied environmental considerations.
03	Time	To provide forward aerial fuel and ammunition concept of support after receipt of warning order.
04	Time	To complete bulk refuel and rearm operations at the FARP, once aircraft arrived.
05	Percent	Of bulk fuel and ammunition distribution capacity available.
06	Percent	Of supplies destroyed by enemy action.
07	Percent	Of communications resources and support personnel available to support mission.
08	Percent	Of materials handling equipment available to support each mission and site.
09	Number	And types of aviation platforms requiring resupply.
10	Number	And types of supplies to support operation.
11	Number	Of gallons of bulk fuel delivered to the FARP.
12	Number	And types of ordnance delivered to the FARP.
13	Number	Of gallons or pounds of bulk fuel provided by organic assets.
14	Number	And types of ordnance provided by organic assets.
15	Number	Of total flying hours for each aircraft and number of miles between support locations.
16	Number	Of miles between support locations.
17	Number	And types of platforms providing security.
18	Number	Of miles that the location of supported forces was offset from the location of supporting forces.
19	Number	And types of supplies destroyed by enemy action.
20	Number	Of casualties occurring during the conduct of the FARP operations due to enemy action and accidents.

ART 4.1.3.14 Employ Caches

4-52. Units hide supply stocks in isolated locations by procedures such as burial, concealment, or submersion to support the operations of a designated force. ART 4.1.3.14 can routinely occur during the conduct of retrograde, evasion and recovery, and special operations. (JP 3-50) (JS)

No.	*Scale*	*Measure*
01	Yes/No	Caches allowed the unit to continue its mission.
02	Yes/No	Unit operations were not delayed by an inability to find the cache due to inaccurate reporting of the cache's location.
03	Yes/No	Unit establishing the cache used cover and concealment to hide the location of the cache.
04	Time	To develop caches concept of support and determine specific quantities and types of supplies to place in caches after receipt of warning order.
05	Time	To deliver replenishment stocks before required delivery date.
06	Percent	Of required lift by mode available to emplace caches.
07	Percent	Of supplies destroyed by enemy forces.
08	Percent	Of supplies destroyed by environmental factors, to include damage from animals.

No.	Scale	Measure
09	Percent	Of caches whose locations were accurately reported.
10	Number	Of caches established.
11	Number	And types of vehicles supported from each cache location.
12	Number	And types of enemy forces operating in the area of operations.

ART 4.1.3.15 Provide Supply Management

4-53. Units provide management for all classes of supplies and materiel. ART 4.1.3.15 includes procedures established for requesting, procuring, and issuing supplies while maintaining accountability and security of supply stocks. (ADP 4-0) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit operations were not delayed by an inability to perform supply management.
02	Yes/No	Supply management enhanced the unit's ability to accomplish its mission.
03	Time	Required to develop or update plans to establish support operations after receipt of warning order.
04	Time	To develop concept of support sustainment requirements after receipt of warning order.
05	Time	To reach time-phased operating and safety levels of supply in area of operations (AO).
06	Percent	Of difference between planned and actual demand by supply line in AO.
07	Percent	Of planned supply support delivered in AO.
08	Percent	Of supplies available in AO compared to requirements.
09	Percent	Of replenishment stocks in AO delivered on time.
10	Percent	Of shortfalls in supply that had acceptable alternatives.
11	Percent	Of required supplies delivered in AO.
12	Percent	Of operations degraded, delayed, or modified due to delays in moving or evacuating personnel, supplies, and equipment.
13	Percent	Of requisitions in AO filled.
14	Percent	Of required delivery date in AO met.
15	Percent	Of requisitions in AO filled from shelf stocks.
16	Percent	Of critical replenishment stocks in AO that experienced late delivery.
17	Number	Of days of supplies stockpiled in AO to support operations.
18	Number	Of days of sustainment supplies in AO supported by available facilities.
19	Number	Of tons of supplies and equipment per day delivered to operating forces.

ART 4.1.3.15.1 Request Supplies

4-54. Units submit a supply request to a supporting supply element. ART 4.1.3.15.1 includes company-sized and smaller units requesting all types of supplies from the organization such as the unit supply section, battalion support platoon, forward support company, or headquarters and distribution company responsible for sustaining them. ART 4.1.3.15.1 also includes determining requirements and on-hand or due-in stocks, preparing requisitions, and determining the source and location of supply items. (FM 4-40) (CASCOM)

No.	Scale	Measure
01	Yes/No	Requesting supplies did not delay the conduct of unit operations.
02	Time	To reach time-phased operating and safety levels of supply in area of operations (AO).
03	Time	To process requisition in AO for replacement supplies and equipment.
04	Percent	Of difference between planned and actual demand by supply line in AO.
05	Percent	Of planned supply support delivered in AO.

No.	Scale	Measure
06	Percent	Of supplies available in AO compared to requirements.
07	Percent	Of replenishment stocks in AO delivered on time.
08	Percent	Of shortfalls in supplies that had acceptable alternatives.
09	Percent	Of required supplies delivered in AO.
10	Percent	Of operations degraded, delayed, or modified due to delays in processing requisitions for needed supplies and equipment.
11	Percent	Of requisitions in AO filled.
12	Percent	Of required delivery date in AO met.
13	Percent	Of requisitions in AO filled from shelf stocks.
14	Percent	Of critical replenishment stocks in AO that experienced late delivery.
15	Percent	Of supply requisitions returned due to errors in requisition.
16	Number	Of days of supplies stockpiled in AO to support operations.
17	Number	Of days of sustainment supplies in AO supported by available facilities.
18	Number	Of requisitions processed per day in AO.
19	Number	Of tons of supplies and equipment in AO delivered per day to operating forces.

ART 4.1.3.15.2 Receive Supplies

4-55. Units replenish stocks to maintain required levels of supply. ART 4.1.3.15.2 includes maintaining unit basic loads or supply stocks required for a specific mission. It also includes determining the type and quantity of shipment and performing quality assurance. (FM 4-40) (CASCOM)

No.	Scale	Measure
01	Yes/No	Receipt of supplies did not delay the conduct of unit operations.
02	Time	Required to develop or update plans to establish support operations after receipt of warning order.
03	Time	To develop concept of support sustainment requirements after receipt of warning order.
04	Time	To reach time-phased operating and safety levels of supply in the area of operations (AO).
05	Time	To process requisition in AO for replacement supplies and equipment.
06	Percent	Of difference between planned and actual demand by supply line in AO.
07	Percent	Of planned supply support delivered in AO.
08	Percent	Of supplies available in AO compared to requirements.
09	Percent	Of replenishment stocks in AO delivered on time.
10	Percent	Of shortfalls in supply that had acceptable alternatives.
11	Percent	Of required supplies delivered in AO.
12	Percent	Of operations degraded, delayed, or modified due to errors in processing requisitions in AO for needed supplies and equipment.
13	Percent	Of requisitions in AO filled.
14	Percent	Of required delivery date in AO met.
15	Percent	Of critical replenishment stocks in AO delivered late.
16	Percent	Of supplies received in AO that were in error due to faulty requisitioning.
17	Percent	Of errors in requisitioning of supplies in AO found through quality assurance audit.
18	Number	Of days of sustainment supply in AO supported by available facilities.
19	Number	Of requisitions processed per day in AO.
20	Number	Of tons of supplies and equipment delivered per day to operating forces.

ART 4.1.3.15.3 Procure Supplies

4-56. Units obtain resources that may be available through such sources as local purchase, support agreements developed at command echelons, and foraging. ART 4.1.3.15.3 includes determining requirements for commercial sources and processing captured supplies. (FM 4-40) (CASCOM)

No.	*Scale*	*Measure*
01	Yes/No	Procedures to procure supplies did not negatively impact the unit's ability to accomplish its mission.
02	Yes/No	Procedures to procure supplies had implemented all applicable environmental considerations.
03	Time	Required to develop or update plans to establish support operations after receipt of warning order.
04	Time	To develop concept of support sustainment requirements after receipt of warning order.
05	Time	To process requisition in area of operations (AO) for replacement supplies and equipment from procurement sources.
06	Time	To reach time-phased operating and safety levels of supply in the AO.
07	Time	To certify captured supplies as being safe substitutes for United States supplies.
08	Percent	Of difference between planned and actual demand by supply line in AO.
09	Percent	Of planned supply support completed in AO.
10	Percent	Of supplies procured in AO compared to requirements.
11	Percent	Of replenishment stocks in AO delivered on time.
12	Percent	Of shortfalls in supply that had acceptable alternatives.
13	Percent	Of required procurements completed in AO.
14	Percent	Of operations degraded, delayed, or modified in AO due to procurement shortfall.
15	Percent	Of requisitions in AO filled by procurement from inter-Service support agreements.
16	Percent	Of required procurement items supplied by delivery date in AO.
17	Percent	Of procurement requirements in AO provided by the host nation.
18	Percent	Of critical replenishment stocks from procurement in AO that experienced late delivery.
19	Percent	Of supplies received through procurement agencies in AO that were in error due to faulty requisitioning.
20	Percent	Of procured items obtained from captured enemy supplies and equipment.
21	Number	Of requisitions for procurement items processed per day in AO.
22	Number	Of tons of supplies and equipment procured per day for operating forces.

ART 4.1.3.15.4 Issue Supplies

4-57. Units provide supplies to activities and units. ART 4.1.3.15.4 includes determining procedures of issue that maintain supply accountability, establish or operate transfer and distribution points, and reissue supplies. (FM 4-40) (CASCOM)

No.	*Scale*	*Measure*
01	Yes/No	Procedures to issue supplies did not negatively impact the unit's ability to accomplish its mission.
02	Time	Required to develop or update plans to establish support operations after receipt of warning order.
03	Time	To develop supply distribution system after receipt of warning order.
04	Percent	Of difference between planned and actual demand by supply line in the area of operations (AO).
05	Percent	Of planned supply distribution capabilities delivered in AO.
06	Percent	Of supply distribution points established in AO compared to requirements.

No.	Scale	Measure
07	Percent	Of supplies and equipment in AO issued via supply point distribution.
08	Percent	Of supplies and equipment in AO issued via unit distribution.
09	Percent	Of operations degraded, delayed, or modified in AO due to time delays caused by failure to distribute supplies and equipment to the operating forces.
10	Percent	Of supply distribution capabilities in AO provided by the host nation.
11	Number	Of major supply distribution points established in AO.

ART 4.1.3.16 Salvage and Retrograde Materiel

4-58. Units save, rescue, or retrograde condemned, discarded, or abandoned property and materiel, or operational stocks and supplies not consumed for reuse, refabrication, or scrapping. ART 4.1.3.16 includes receiving materiel at collection points, classifying materiel, and disposing of the materiel. This task includes environmental considerations. (ATP 4-91) (CASCOM)

No.	Scale	Measure
01	Yes/No	Procedures to salvage and retrograde materiel integrated environmental considerations and did not negatively impact on the unit's ability to accomplish its mission.
02	Yes/No	Unit moved retrograde containers, flatracks, and containerized roll-in and roll-off platforms to distribution point.
03	Yes/No	Unit tracked the flow of retrograde materiel in the distribution system.
04	Yes/No	Unit synchronized retrograde support operations and established return priority of shipping containers, aerial delivery platforms, and flatracks.
05	Time	Required to develop or update plans to establish support operations after receipt of warning order.
06	Time	To develop concept of salvage and restoration after receipt of warning order.
07	Percent	Of difference between planned and actual demand by supply line in the area of operations (AO).
08	Percent	Of planned salvage capabilities performed in AO.
09	Percent	Of salvage collection points established in AO compared to requirements.
10	Percent	Of salvaged supplies and equipment in AO reusable as is.
11	Percent	Of salvaged supplies and equipment in AO reusable after refabrication.
12	Percent	Of salvaged supplies and equipment in AO converted to scrap metal.
13	Percent	Of salvaged supplies and equipment in AO discarded as unusable.
14	Percent	Of salvaged property in AO converted to use by the operating forces.
15	Percent	Of salvage capabilities in AO provided by the host nation.
16	Number	Of salvage collection points established in AO.

ART 4.1.3.17 Prepare Configured Loads

4-59. Units configure a load at a supply activity for a user. (ATP 4-91) (CASCOM)

No.	Scale	Measure
01	Yes/No	Configured loads supported the unit in accomplishing its mission.
02	Yes/No	Procedures to prepare configured loads did not negatively impact on the supported unit's ability to accomplish its mission.
03	Time	Required to develop or update plans to establish support operations after receipt of warning order.
04	Time	Of longevity of each type of projected mission in the area of operations (AO).
05	Percent	Of difference between planned and actual demand by supply line in AO.
06	Percent	Of host-nation support available in AO.

No.	Scale	Measure
07	Number	Of personnel in AO requiring support.
08	Number	And type of vehicles requiring support in AO.
09	Number	Of composite items within a single request for each type of unit in AO.
10	Number	And type of weapon systems and other equipment in each supported unit that required resupply.
11	Number	Of rounds of ammunition each weapon system in the supported unit consumed per mission.
12	Number	And types of transport used to move supplies.
13	Number	Of days of supply for all classes or line numbers of supply on hand.

ART 4.1.3.18 Provide Explosive Ordnance Disposal Peculiar Supply Support

4-60. With explosive ordnance disposal (EOD) platoons and teams supporting decentralized operations, the EOD company leadership coordinates with the supported units supply section so that the units are able to promptly supply their platoons and teams. (ATP 4-32) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit had EOD-specific equipment on hand to conduct its mission.
02	Yes/No	Unit did not have to wait to receive replacement equipment.
03	Time	Required to develop plans to supply subordinate units.
04	Time	To identify number and type of robots required by subordinate unit.
05	Time	To identify number and types of disruption charges required by subordinate unit.
06	Time	To identify number and size of bomb suits required by subordinate unit.
07	Time	To transport equipment to subordinate units.
08	Time	To provide emergency transportation of equipment to subordinate unit.
09	Percent	Of operations degraded, delayed, or modified due to delays in moving EOD equipment.
10	Percent	Of equipment delivered to subordinate units on time.
11	Percent	Of equipment damaged or destroyed during the conduct of operations.
12	Number	Of equipment replacements required for subordinate unit to accomplish the mission.

ART 4.1.4 PROVIDE FIELD SERVICES

4-61. Environmental considerations embedded in providing field services support are many and varied and will have an effect on every subordinate task. (ADRP 4-0) (CASCOM)

No.	Scale	Measure
01	Yes/No	Procedures to provide field services did not negatively impact supported units' ability to accomplish missions.
02	Time	Required to develop or update plans to establish field services operations after receipt of warning order.
03	Time	To establish field services operations for personnel, qualifying contractors, and other personnel in the area of operations.

ART 4.1.4.1 Conduct Mortuary Affairs

4-62. Units provide for the care and disposition of deceased personnel. ART 4.1.4.1 includes search and recovery, collection, decontamination (if necessary), evacuation, establishment of tentative identification, and temporary internment. Mortuary affairs support also includes the inventory, safeguard, and evacuation of decedent effects of deceased personnel. (ATP 4-46) (CASCOM)

No.	Scale	Measure
01	Yes/No	Mortuary affairs capabilities were balanced against mission requirements and unit morale.
02	Yes/No	The unit accounted for the remains of every United States Service member or authorized civilian who died in the area of operations (AO).
03	Yes/No	The remains of every United States Service member who died in the AO were expeditiously recovered and evacuated in accordance with current doctrine and policy.
04	Yes/No	Units took appropriate measures to preserve remains and forensic evidence in accordance with current doctrine and policy.
05	Yes/No	Units took appropriate measures to provide temperature controlled storage of remains for disposition in accordance with current doctrine and policy.
06	Yes/No	Nonmortuary affairs units had a unit search and recovery team trained at a minimum on a semi-annual basis.
07	Yes/No	Nonmortuary affairs units had sufficient mortuary affairs supplies on hand to conduct unit-level mortuary affairs recovery missions.
08	Yes/No	Unit took appropriate measures to ensure deceased personnel remains contained no unexploded explosive ordnance.
09	Time	To refine the mortuary affairs plan for AO after receipt of warning order.
10	Time	To coordinate mortuary affairs policy and procedures with the theater mortuary affairs office.
11	Time	Of delay in evacuation of remains, on average.
12	Time	To coordinate transportation of remains to continental United States, on average.
13	Time	To establish temporary interment facilities.
14	Time	Of delay in tentative identification and evacuation of remains due to lack of adequate mortuary affairs assets.
15	Percent	Of difference between projected sustainment mortuary affairs requirements and actual requirements in AO.
16	Percent	Of mortuary affairs operations—to include mortuary affairs collection points, personal effects depot, theater mortuary evacuation points, and temporary interment sites established in AO—compared to requirements.
17	Percent	Of records of deceased and missing personnel in AO maintained accurately.
18	Percent	Of records of decedent effects in AO maintained accurately.
19	Percent	Of personal morturary affairs data of deceased and missing personnel in AO entered into the Mortuary Affairs Reporting and Tracking System accurately.
20	Percent	Of personal effects of deceased and missing personnel in AO properly accounted for and safeguarded at the theater personal effects depot.
21	Number	Of remains processed within a given time.

ART 4.1.4.2 Provide Aerial Delivery Support

4-63. Using fixed-wing, rotorcraft, and hybrid aircraft, units provide supplies and equipment by airland, airdrop, free drop, and slingload operations and methods. ART 4.1.4.2 includes the provision of aerial delivery equipment and systems, consisting of parachute packing, air item maintenance, external slingload, and rigging supplies and equipment. (ATP 4-48) (CASCOM)

No.	Scale	Measure
01	Yes/No	Procedures to provide aerial delivery did not negatively affect supported unit's ability to accomplish its missions.
02	Yes/No	Theater logistics planners had planned for the use of intratheater aerial delivery support.
03	Time	To refine field services program for the area of operations (AO) after receipt of warning order.

No.	Scale	Measure
04	Time	From conduct of joint precision airdrop system (JPADS) airdrop mission to receipt of retrograde JPADS at parachute rigger unit.
05	Percent	Of difference between projected and actual field service requirements in AO.
06	Percent	Of planned capacity of aerial delivery support completed in AO.
07	Percent	Of operations degraded, delayed, or modified due to lack of aerial delivery support and equipment.
08	Percent	Of equipment delivered undamaged.
09	Percent	Of aerial deliveries on time and target.
10	Percent	Of aerial equipment recovered.
11	Percent	Of supplies not received due to enemy action.
12	Percent	Of supplies and equipment not delivered due to enemy action.
13	Number	Of aerial delivery support operations denied, degraded, delayed, or modified due to lack of aerial delivery support and equipment.
14	Number	Of tonnage delivered via intratheater airland operations (fixed-wing).
15	Number	Of tonnage delivered via intratheater rotorcraft operations.
16	Number	Of tonnage delivered via intratheater airdrop operations.
17	Number	Of personnel who received injuries during aerial delivery operations.
18	Number	Of precision airdrop mission by weight category.
19	Number	Of low cost air drop system missions.
20	Number	Of low cost low altitude air drop missions.
21	Number	Of freedrop missions.

ART 4.1.4.3 PROVIDE BASE CAMP SUSTAINMENT

4-64. Units provide base camp sustainment facilities and services to Soldiers and other authorized personnel. Provision of this support to authorized individuals and units occurs regardless of their physical location within or external to a base, facility, installation, camp, or station. ART 4.1.4.3 includes the provision of clothing and textile repair support, hygiene services (shower, laundry, and latrine support), nutrition support, and general purpose shelters and systems. Environmental considerations for a base camp are significant and similar to those for an installation. (FM 4-40) (CASCOM)

Notes:

- ART 4.1.3.11.1 (Purify Water) addresses water purification support.
- ART 4.1.7 (Provide General Engineering Support) addresses construction, repairing, maintenance, and operations of permanent and semipermanent water facilities, such as the drilling of water wells.
- ART 4.1.7.1.2 (Provide Facilities Engineer Support) addresses waste management; the acquisition, management, and disposal of real estate; firefighting support; and the construction, management, and maintenance of bases and installations.

No.	Scale	Measure
01	Yes/No	Procedures to provide base camp sustainment did not negatively affect supported unit's ability to accomplish its missions.
02	Yes/No	Unit had and followed environmental considerations planning and procedures.
03	Time	To refine base camp sustainment program for area of operations (AO) after receipt of warning order.
04	Percent	Of difference between projected and actual base camp sustainment requirements in AO.

No.	Scale	Measure
05	Percent	Of planned base camp sustainment capacity reached in AO.
06	Percent	Of operations degraded, delayed, or modified due to lack of adequate base camp sustainment.
07	Percent	Of base camp sustainment requirements that can be performed by the host nation, a third nation, or contractors.
08	Number	And types of base camp sustainment facilities available in AO.

ART 4.1.4.3.1 Provide Clothing and Textile Repair Support

4-65. Units provide clean, serviceable clothing; restore clothing or light textiles; and provide clothing exchange. ART 4.1.4.3.1 includes collecting repairable clothing and textiles. (TM 4-42.21) (CASCOM)

No.	Scale	Measure
01	Yes/No	Procedures to provide clothing and textile repair services did not negatively affect supported unit's ability to accomplish its missions.
02	Time	To refine field services program for the area of operations (AO) after receipt of warning order.
03	Time	To coordinate clothing and textile repair operations in AO.
04	Time	To repair clothing and textiles in AO, on average.
05	Percent	Of difference between projected and actual sustainment field service requirements in AO.
06	Percent	Of planned capacity of field service clothing and textile repair performed in AO.
07	Percent	Of required production rate of clothing and textile repair reached in AO.
08	Percent	Of required production rate of clothing and textile repair that can be provided by host-nation or contract sources.
09	Number	Of clothing and textile repair units in AO.
10	Number	Of items per month of clothing and textile repaired in AO facilities.
11	Number	Of tons per month of clothing and textiles out of service for renovation or repair.
12	Number	Of items by type identified as nonrepairable due to exceeding authorized repair times.
13	Number	Of tons per month of clothing and textiles out of service for renovation or repair.

ART 4.1.4.3.2 Provide Hygiene Support

4-66. Units provide hygiene services—showers, laundries, and latrines. ART 4.1.4.3.2 includes obtaining the fresh water and cleaning materials necessary to provide these services. It includes preparing the shelters and drainage necessary to perform these services in addition to operating shower and delousing units, laundering clothing, and re-impregnating clothing. This task includes environmental considerations involving force health protection service and engineering support. (ATP 4-42) (CASCOM)

Notes: ART 4.1.3.1 (Provide Subsistence [Class I]) addresses the provision of health and comfort packages. ART 4.1.3.6 (Provide Personal Demand Items [Class VI]) also addresses the provision of health and comfort packages containing personnel care items, such as disposable razors and sanitary napkins, necessary for personal hygiene when Army and Air Force Exchange Service tactical field exchanges are not operational.

- ART 4.1.3.11.1 (Purify Water) addresses water purification support.
- ART 4.1.7 (Provide General Engineering Support) addresses construction, repairing, maintenance, and operations of permanent and semipermanent water facilities, such as the drilling of water wells.
- ART 4.1.7.1.3 (Provide Waste Management) addresses waste management, to include wastewater collection and treatment and refuse collection and disposal.

No.	Scale	Measure
01	Yes/No	Procedures to provide hygiene support did not negatively affect supported unit's ability to accomplish its missions.
02	Yes/No	Procedures to provide hygiene support did not favor sustainment units over ground maneuver units.
03	Yes/No	Unit had and followed environmental considerations planning and procedures.
04	Time	To refine hygiene support program for the area of operations (AO) after receipt of warning order.
05	Time	To coordinate hygiene support operations with medical authorities in AO.
06	Time	To establish hygiene (shower, laundry, and latrine) facilities for personnel in AO.
07	Percent	Of difference between projected and actual hygiene support requirements in AO.
08	Percent	Of planned hygiene support capacity produced in AO.
09	Percent	Of required production rate of potable water delivered in AO.
10	Percent	Of personal daily water requirements provided in AO.
11	Percent	Of required hygiene support (shower, laundry, and latrine) equipment and materials available in AO.
12	Percent	Of available water sources in AO cleared by medical authorities for use in hygiene support.
13	Percent	Of required hygiene support (shower, laundry, and latrine) requirements that can be provided by the host nation, third nation, or contractors.
14	Percent	Of force provider and shower laundry and clothing repair teams having shower water reuse capability.
15	Number	And capabilities of laundry and shower units and latrine providers available in AO.
16	Number	Of units not receiving laundry support every seven days.
17	Number	Of units not receiving shower support every seven days.
18	Number	Of gallons of shower water being used and recycled for reuse at each shower site daily.

ART 4.1.4.3.3 Provide Nutritional Support

4-67. Units provide nutritional support to Soldiers at all echelons. ART 4.1.4.3.3 includes obtaining, preparing, and serving prepared rations; performing in-field kitchen sanitation; operating field kitchens, installation dining facilities, and hospital dining facilities; and preparing products for shipment. This task also includes providing bakery products and nutritional care. (ATTP 4-41) (CASCOM)

No.	Scale	Measure
01	Yes/No	Procedures to provide nutritional support (food preparation, serving, field kitchen sanitation, and accounting for rations) did not negatively affect supported unit's ability to accomplish its missions.
02	Yes/No	Unit had and followed environmental considerations planning and procedures.
03	Time	To refine nutritional support program for the area of operations (AO) after receipt of warning order.
04	Percent	Of difference between projected nutritional support requirements and actual requirements in AO.
05	Percent	Of planned capacity for nutritional support reached in AO.
06	Percent	Of personnel in AO receiving at least one hot meal per day.
07	Percent	Of meals served to non-Department of Defense personnel.
08	Percent	Of personnel in AO receiving three meals per day.
09	Percent	Of field kitchens temporarily closed due to sanitation violations.
10	Percent	Of nutritional support requirements that can be performed by the host nation, third nation, or contractors.

No.	Scale	Measure
11	Number	Of hot meals served in AO in a given time.
12	Number	Of personnel in AO requiring nutritional support.
13	Number	Of days of supply of meals, ready to eat available in AO.
14	Number	Of field kitchens available in AO.
15	Number	Of available water sources and platforms in AO.
16	Number	Of nutritional support (food service) personnel in AO.
17	Number	Of units still consuming meals, ready to eat as the sole source of nutrition after 21 days.
18	Number	Of units or personnel supported by table of organization and equipment cooks and equipment.
19	Number	Of units or personnel supported by other than table of organization and equipment cooks and equipment.

ART 4.1.4.3.4 Provide General Purpose Shelters and Systems

4-68. Units provide shelters, heaters, and environmental control units to provide shelter from the elements for Soldiers and units. ART 4.1.4.3.4 includes providing environmental control units, lightweight or quick-erect shelters, and environmentally safe, lightweight heaters. (ATP 4-45) (CASCOM)

No.	Scale	Measure
01	Yes/No	Procedures to provide general purpose shelters and systems did not negatively affect the supported unit's ability to perform missions.
02	Yes/No	Unit had and followed environmental considerations planning and procedures.
03	Time	To refine the area of operations (AO) program for general purpose shelters and system after receipt of warning order.
04	Percent	Of difference between projected and actual shelter and systems requirements in AO.
05	Percent	Of planned shelter and system capacity completed in AO.
06	Percent	Of operations degraded, delayed, or modified due to lack of applicable general purpose shelters and systems in AO.
07	Percent	Of general purpose shelters and systems erected undamaged.
08	Percent	Of unit Soldiers billeted in other than unit tents.
09	Percent	Of general purpose shelters and systems requirements that can be performed by the host nation, third nation, or contractors.
10	Number	Of instances of mission delays or failures due to lack of general purpose shelters and systems.
11	Number	And types of general purpose shelters and environmental control units available in AO.

ART 4.1.4.4 Provide Explosive Ordnance Disposal Support to Mortuary Affairs

4-69. Explosive ordnance disposal (EOD) involvement in recovery and processing of deceased personnel supports the immediate recovery and clearance of deceased persons, an Army priority. (FM 4-95) (CASCOM)

No	Scale	Measure
01	Yes/No	EOD support allowed the unit to accomplish its mission.
02	Yes/No	Collateral damage was minimized to protect and respect noncombatants and their property, and was consistent with the mission, law of land warfare, and rules of engagement.
03	Yes/No	Unit safeguarded classified materials and publications during EOD operation.
04	Time	To identify safety requirements and considerations concerned with recovery and clearance of deceased persons.

No	Scale	Measure
05	Time	To identify personnel, equipment, procedures, and additional support requirements.
06	Time	To move from the current location to the work site.
07	Time	To coordinate with the requesting agency for site support assistance in areas such as engineer, medical, security, and transportation.
08	Number	Of casualties during the conduct of the EOD operation.
09	Number	Of requests for assistance responded to in a given period.

ART 4.1.5 PROVIDE OPERATIONAL CONTRACT SUPPORT

4-70. Units provide operational contract support to obtain supplies, services, and minor construction in support of military operations. Operational contract support provides an additional, responsive support force capability to accomplish a mission and support operations. (ATTP 4-10) (CASCOM)

ART 4.1.5.1 REQUEST CONTRACTED SUPPORT

4-71. Units plan and synchronize the provision of operational contract support to Army forces in a designated operational area. This requiring activity task does not include actual contracting operations or authority. (ATTP 4-10) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit determined need for contracted support.
02	Yes/No	Unit conducted operational contract support related to intelligence preparation of the battlefield.
03	Yes/No	Unit developed operational contract support plan.
04	Yes/No	Unit developed justification and authorization letters as required.
05	Yes/No	Unit developed performance work statement or statement of work.
06	Yes/No	Unit identified qualified personnel for nomination to contracting officer representatives and receiving officials.
07	Yes/No	Unit developed independent government cost estimate.
08	Yes/No	Unit developed suggested quality assurance surveillance plan.
09	Yes/No	Unit obtained proper funding via a DA Form 3953 (*Purchase Request and Commitment*) or equivalent automated process.
10	Yes/No	Unit submitted completed requirements package for approval and execution.
11	Yes/No	Unit modified performance work statements or statements of work as requiring needs changed.
12	Yes/No	Unit contracting officer representatives provided required reports.
13	Yes/No	Unit provided input to award fee boards and other contractor performance-related forums as required.
14	Yes/No	Unit ensured contracting officer representatives were trained to required level.

ART 4.1.5.2 PROVIDE CONTRACTING SUPPORT

4-72. Providing contracting support is an acquisition function to legally obtain goods, services, and minor construction from commercial sources in support of military operations. This task encompasses all activities from operational contract planning assistance through contract or task order closeout. This task does not include the nonacquisition functions of requirements development, prioritization, and budgeting processes. (ATTP 4-10) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit provided operational contract support planning assistance.
02	Yes/No	Unit developed contracting plans and policies.

No.	Scale	Measure
03	Yes/No	Unit established contracting office within the area of operations.
04	Yes/No	Unit prepared and forwarded contracting reports.
05	Yes/No	Unit trained and managed contracting officer representatives and field ordering officers.
06	Yes/No	Unit coordinated legal and financial contract support.
07	Yes/No	Unit awarded contract.
08	Yes/No	Unit provided technical advice and assistance to supported unit commanders, staffs, and contracting officer representatives.
09	Yes/No	Unit executed contracts in time to meet the supported commander's requirements.
10	Yes/No	Unit provided contracted services and supplies on time to standard.
11	Time	To certify the delivery of contracted supplies.
12	Time	To certify inspection and quality control of contracted services.
13	Time	For cross-leveled contracting assets to meet changes in contracting requirements.
14	Time	To administer contract.
15	Time	To establish working relationship with contractors and vendors in the area of operations.
16	Time	To coordinate with other contracting agencies.
17	Time	To close out contract or task order at end of period of performance.
18	Number	Of contracting officers within the area of operations and the size of their individual warrant amounts.

ART 4.1.6 PROVIDE DISTRIBUTION

4-73. *Distribution* is the operational process of synchronizing all elements of the logistic system to deliver the "right things" to the "right place" at the "right time" to support the geographic combatant commander. (JP 4-0) (JS)

No.	Scale	Measure
01	Yes/No	Unit developed the area of operations transportation plan.
02	Yes/No	Unit synchronized the movement of equipment and supplies throughout the area of operations.
03	Yes/No	Unit maintained visibility of equipment and supplies moving throughout the area of operations using information systems.
04	Yes/No	Unit established comprehensive surface transportation plans.

ART 4.1.6.1 CONDUCT DISTRIBUTION MANAGEMENT

4-74. Distribution management is the function of synchronizing and coordinating a complex of networks (physical, communications, information, and resources), sustainment functions (logistics, personnel services, and health service support), and functional components to achieve responsive support to operation requirements. (ATP 4-0.1) (CASCOM)

No.	Scale	Measure
01	Yes/No	Inability of the distribution system to get the right equipment and supplies to the right unit at the right time did not delay, degrade, or prevent unit operations.
02	Yes/No	Unit developed the area of operations (AO) transportation plan.
03	Yes/No	Unit collected, analyzed, and monitored in-transit visibility distribution data using information systems to control the distribution flow.
04	Yes/No	Unit maintained asset visibility of major end items inside the AO using information systems.
05	Yes/No	Unit tracked the flow of retrograde classes of supply in the distribution system.

No.	Scale	Measure
06	Yes/No	Unit synchronized retrograde support operations, establishing return priority of shipping containers, aerial delivery platforms, and flatracks.
07	Yes/No	Unit optimized the distribution network (information systems, transportation, supply, and storage) to maximize throughput, maintaining a continuous flow of resources.
08	Yes/No	Unit maintained visibility of distribution assets (ground assets, delivery platforms, containers, flatracks, and aerial delivery platforms) using information systems.
09	Yes/No	Unit identified and resolved distribution bottlenecks in AO.
10	Yes/No	Unit reallocated and redirected classes of supply to meet urgent or critical needs based on sustainment data.
11	Yes/No	Unit established priorities for off-loading transportation assets in the AO.
12	Yes/No	Unit managed distribution of controlled classes of supply.
13	Time	To set up transportation modes within theater of operations.
14	Time	To redirect inbound shipments.
15	Time	To repackage and ship redirected supplies and equipment.
16	Percent	Of required items of supply transiting the distribution pipeline.
17	Percent	Of visibility and control maintained over the distribution pipeline within and external to the AO.
18	Percent	Of unit operations delayed, degraded, or modified due to lack of any or all classes of supply.
19	Percent	Of flexibility to provide resources from host-nation or other agencies.
20	Percent	Of retrograde of containers, flatracks, and containerized roll-in and roll-off platforms to distribution point.
21	Percent	Of tie-down straps, cargo nets, pallets returned with flatracks, containerized roll-in and roll-off platforms, and trailers.
22	Percent	Of unit able to maintain in-transit visibility of distribution pipeline and assets flowing through pipeline.
23	Percent	Of sustainment shipments redirected to meet current or near term operational requirements.
24	Percent	Of shipments requiring repackaging of loads.

ART 4.1.6.2 Provide In-Transit Visibility or Asset Visibility

4-75. Units provide in-transit visibility by continuously updating the location of units, equipment, personnel, and supplies as they travel throughout the transportation and distribution system. Units provide commanders with critical information and allow for shipment diversion based on changing battlefield priorities. (FM 4-01) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit maintained in-transit visibility over personnel, equipment, and supplies moving throughout the area of operations (AO).
02	Yes/No	Unit tracked the flow of major end items inside the AO using information systems.
03	Yes/No	Unit maintained visibility of distribution assets (ground assets, delivery platforms, containers, flatracks, and aerial delivery platforms) using information systems.
04	Time	To refine plan for AO to identify en route locations for radio frequency identification (RFID) tag readers and interrogators.
05	Time	For satellite transponder location information relating to convoy movements to be reported to the appropriate regional in-transit visibility server.
06	Time	To establish fixed or mobile RFID tag readers and interrogators at highway and rail arrival gates, barge arrival points, and airfields per in-transit visibility plan.
07	Time	To establish the RFID system, readers, and interrogators set to collect tag data.

No.	Scale	Measure
08	Time	For the theater support command to assign support element responsibility to manage collection activities at designated interrogation locations.
09	Time	To pass unit cargo movement data to the Global Transportation Network via Transportation Coordinator's Automated Information for Movement System II.
10	Time	To scan smart cards for all deploying Soldiers at designated integration locations and to pass them to the Global Transportation Network.
11	Time	To establish procedures to remove and properly dispose of RFID tags and satellite transponders.
12	Time	To identify location and status of critical assets.
13	Time	To track location, track status of movement, and identify units, personnel, and supplies.
14	Percent	Of en route location RFID tag readers and interrogators effectively repaired by support element.
15	Percent	Of RFID tagged unit equipment, vehicles, 463L pallets, and containers that were read and interrogated and the data automatically reported to the appropriate regional in-transit visibility server.
16	Percent	Of RFID tags and smart card data that were complete and accurate.
17	Number	Of designated support elements that scanned military shipping label and smart cards at designated locations.

ART 4.1.6.3 Conduct Unit Logistics Package Operations

4-76. A logistics package (LOGPAC) is a grouping of multiple classes of supplies and supply vehicles under the control of a single convoy commander. Daily LOGPACs contain a standardized allocation of supplies. Special LOGPACs can also be dispatched as needed. Implementing a unit LOGPAC includes environmental considerations. (FM 3-90-1) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit LOGPAC contained supplies to allow the unit to continue its mission.
02	Yes/No	Unit operations were not delayed by LOGPAC failure to arrive at the resupply site at the specified time.
03	Yes/No	Unit LOGPAC site was operational when and where necessary to support the receiving unit and had applied environmental considerations.
04	Time	Required to develop or update plans to establish support operations after receipt of warning order.
05	Time	To establish comprehensive surface movement plan on receipt of the warning order.
06	Time	For transport vehicles to upload supplies and equipment for supported units.
07	Time	For transport vehicles to travel to supported units, resupply the units, and return to point of origin.
08	Percent	Of difference between planned and actual demand by supply line in the area of operations (AO).
09	Percent	Of projected surface transport available in AO.
10	Percent	Of operations degraded, delayed, or modified due to delays in moving or evacuating personnel, supplies, and equipment.
11	Percent	Of surface cargo in AO transported by wheeled or tracked vehicles.
12	Percent	Of roads available to transport supplies and equipment.
13	Percent	Of supplies lost to enemy action.
14	Percent	Of supplies transported by the host nation.
15	Percent	Of personnel, supplies, and equipment in AO that arrived at destination on schedule.
16	Number	Of passengers transported per day by surface means in AO.

No.	Scale	Measure
17	Number	Of miles between the brigade support area and field trains, and between the field trains and supported company.
18	Number	Of tons per day of supplies and equipment moved by surface transport in AO.
19	Number	Of tons per day of supplies and equipment in AO moved by organic units.

ART 4.1.6.4 Establish Hub or Node

4-77. Units establish centralized distribution points where cargo is originated, processed for onward movement, or terminated. (ATP 4-16) (CASCOM)

No.	Scale	Measure
01	Yes/No	Delay in node operations degraded, delayed, or modified unit operations.
02	Yes/No	Unit had and followed environmental considerations planning and procedures.
03	Time	To refine theater transportation plan for the area of operations (AO) after receipt of warning order.
04	Time	To establish comprehensive transportation plan after AO was assigned.
05	Time	For AO movement control battalion or team to begin operation after AO was assigned.
06	Percent	Of difference between the planned and actual theater distribution requirements in AO.
07	Percent	Of planned movement services support completed in AO.
08	Percent	Of scheduled transport movements completed on schedule.
09	Percent	Of operations degraded, delayed, or modified due to delays in moving or evacuating personnel, supplies, and equipment.
10	Percent	Of personnel, supplies, and equipment in AO that arrived on schedule.
11	Percent	Of passengers delayed in transit for more than one day.
12	Percent	Of movement capacity in AO utilized per day.
13	Percent	Of required transport services provided by the host nation.
14	Number	Of tons per day of supplies and equipment moved by transport means in AO.
15	Number	Of tons per day of supplies and equipment in AO moved by organic units.
16	Number	Of passengers per day transported in AO.

ART 4.1.6.4.1 Conduct Aerial Port of Debarkation Operations

4-78. Units receive and offload cargo, equipment, and personnel from arriving flights. Units process cargo, equipment, and personnel and begin transport to final destination within the area of operations (AO). (ATP 4-16) (CASCOM)

No.	Scale	Measure
01	Yes/No	Delay in airfield clearance operations degraded, delayed, or modified unit operations.
02	Yes/No	Unit had and followed environmental considerations planning and procedures.
03	Time	To refine theater distribution plan for aerial port of debarkation operations after receipt of warning order.
04	Time	To establish aerial port of debarkation operations support plan after AO was assigned.
05	Time	For aerial port of debarkation movement control team to begin operation after AO was assigned.
06	Percent	Of difference between the theater distribution plan requirements and actual requirements in AO.
07	Percent	Of planned movement services support conducted by aerial port of debarkation.
08	Percent	Of scheduled transport movements completed on schedule.
09	Percent	Of operations degraded, delayed, or modified due to delays in moving or evacuating personnel, supplies, and equipment.

No.	Scale	Measure
10	Percent	Of personnel, supplies, and equipment in aerial port of debarkation that arrived on schedule.
11	Percent	Of passengers stranded in transit for more than one day.
12	Number	Of tons per day of supplies and equipment arrived in aerial port of debarkation.
13	Number	Of passengers per day transported from aerial port of debarkation.

ART 4.1.6.4.2 Conduct Seaport of Debarkation Operations

4-79. Units receive and offload cargo and equipment from arriving vessels. Units process cargo and equipment and begin transport to final destination within the area of operations (AO). (ATP 4-16) (CASCOM)

No.	Scale	Measure
01	Yes/No	Delay in seaport clearance operations degraded, delayed, or modified unit operations.
02	Yes/No	Unit had and followed environmental considerations planning and procedures.
03	Time	To refine theater distribution plan for seaport of debarkation operations after receipt of warning order.
04	Time	To establish seaport of debarkation operations support plan after AO was assigned.
05	Time	For seaport of debarkation movement control team to begin operation after AO was assigned.
06	Percent	Of difference between the planned and actual theater distribution requirements in AO.
07	Percent	Of planned movement services support conducted by seaport of debarkation.
08	Percent	Of scheduled transport movements completed on schedule.
09	Percent	Of operations degraded, delayed, or modified due to delays in moving or evacuating personnel, supplies, and equipment.
10	Percent	Of supplies and equipment in seaport of debarkation that arrived on schedule.
11	Number	Of tons per day of supplies and equipment moved by transport means from seaport of debarkation.
12	Number	Of tons per day of supplies and equipment arrived in seaport of debarkation.

ART 4.1.6.4.3 Conduct Hub Operations

4-80. Units sort and distribute inbound cargo from wholesale supply sources (airlifted, sealifted, and ground transportable) from within the theater. (ATP 4-16) (CASCOM)

No.	Scale	Measure
01	Yes/No	Delay in hub operations degraded, delayed, or modified unit operations.
02	Yes/No	Unit had and followed environmental considerations planning and procedures.
03	Time	To refine theater distribution plan for hub operations after receipt of warning order.
04	Time	To establish distribution hub plan after the area of operations (AO) was assigned.
05	Time	For distribution hub to begin operation after AO was assigned.
06	Percent	Of difference between the planned and actual theater distribution hub requirements in AO.
07	Percent	Of planned movement services support conducted by distribution hub.
08	Percent	Of scheduled transport movements completed on schedule.
09	Percent	Of operations degraded, delayed, or modified due to delays in moving or evacuating personnel, supplies, and equipment.
10	Percent	Of supplies and equipment that arrived on schedule.

No.	Scale	Measure
11	Number	Of tons per day of supplies and equipment moved by transport means from distribution hub.
12	Number	Of tons per day of supplies and equipment arrived in distribution hub.

ART 4.1.6.5 Conduct Drawdown Activities

4-81. Drawdown activities require significant time to plan and execute; therefore, planning considerations should occur as soon as practical. Units plan and execute the timely retrograde, repair, redistribution, and disposal of nonconsumable materiel and equipment, enabling rapid combat power regeneration for the Army. Such equipment includes standard equipment, nonstandard equipment, and contractor equipment identified as excess to theater requirements, home station requirements, sources of repair, or storage or disposal facilities. (ADRP 4-0) (CASCOM)

No.	Scale	Measure
01	Yes/No	Commander enforced Command Supply Discipline Program.
02	Yes/No	Unit leveraged, achieved, and maintained total asset visibility throughout the area of operations (AO).
03	Yes/No	Unit monitored and updated a single system for logistics common operational picture.
04	Yes/No	Unit followed procedures to transfer materials in AO in accordance with Headquarters, Department of the Army G-4 and G-8 guidance.
05	Yes/No	Unit identified owners, users, and locations of equipment in AO.
06	Yes/No	Unit balanced drawdown between current requirements and sustainment capabilities in AO.
07	Yes/No	Unit consolidated supply support activity in AO after risk mitigation.
08	Yes/No	Unit coordinated the reduction of classes of supplies based on projections in AO.
09	Yes/No	Unit provided commodity classification and disposition in AO.
10	Yes/No	Unit developed flexible plans for surge operations in AO.
11	Yes/No	Unit leveraged all distribution and transportation assets in AO.
12	Yes/No	Unit facilitated foreign military sales in AO in accordance with Headquarters, Department of the Army G-4 and G-8 guidance.
13	Yes/No	Unit established working relationship with security assistance office in AO.
14	Yes/No	Unit identified and directed complete disposition of equipment in AO.
15	Yes/No	Unit classified serviceability of all equipment in AO.
16	Yes/No	Unit established collection and distribution points in AO.

ART 4.1.7 PROVIDE GENERAL ENGINEERING SUPPORT

4-82. *General engineering* is those engineering capabilities and activities, other than combat engineering, that modify, maintain, or protect the physical environment (JP 3-34). Tasks most frequently performed under general engineering conditions include the construction, repair, maintenance, and operation of infrastructure, facilities, lines of communications, and bases; protection of natural and cultural resources; modification and repair of terrain; selected explosive hazards activities; and environmental activities. (FM 3-34) (USAES)

No.	Scale	Measure
01	Yes/No	Quantity or quality of general engineering support in the area of operations (AO) did not degrade or delay unit operations.
02	Yes/No	Unit had and followed planning and procedures for environmental considerations.
03	Time	To assess and repair airfields for aviation operations throughout the AO.
04	Time	To construct and restore damaged utilities in the AO.
05	Time	To refine general engineering support program for AO after receipt of warning order.

No.	Scale	Measure
06	Time	To identify and marshal forces, equipment, and materials to construct or repair facilities in the AO.
07	Time	To construct or repair damaged lines of communications in the AO to include aerial ports of debarkation and seaports of debarkation.
08	Time	Between arrival of building supplies and equipment and construction of sustainment facilities.
09	Time	To complete construction of sustaining base facilities in the AO.
10	Time	To begin building facilities (after final project approval and authorization).
11	Time	To have those bases identified in operation plan or operation order.
12	Time	To validate asset requests.
13	Time	To have assets at requesting location.
14	Percent	Of preventive maintenance activities completed based on the recommended activities from each system's owner's manual or generally accepted maintenance standards such as the American Society of Heating, Refrigerating, and Air Conditioning Engineers (known as ASHRAE).
15	Percent	Of difference between planned general engineering support requirements and actual requirements in the AO.
16	Percent	Of planned general engineering capabilities performed in the AO.
17	Percent	Of supplies protected from the elements by weatherproof covers.
18	Percent	Of maintenance facilities protected from the elements.
19	Percent	Of overall cargo and equipment deliveries accommodated by sustaining base.
20	Percent	Of required installation throughput capacity available at execution.
21	Percent	Of tasks correctly assigned (correct engineers, location, and time).
22	Percent	Of general engineering support provided by the host nation.
23	Number	In square meters of temporary facilities emplaced or constructed per day.
24	Number	In square meters of permanent facilities emplaced or constructed per day.

ART 4.1.7.1 Develop Infrastructure

4-83. The improvement of civil conditions is vital to stability and defense support of civil authorities operations. ART 4.1.7.1 consists primarily of building, repairing, and maintaining various infrastructure facilities, providing essential services, and improving host-nation capabilities to perform such tasks. This ART primarily supports the commander in improving conditions of the host-nation population and influencing the host-nation population to support military objectives. This ART influences the host-nation population to sustain support to United States forces. Included in infrastructure development is the engineer's role in the host-nation population (see FM 3-07). Tasks to improve host-nation infrastructure requires coordination with local or national-level government agencies or ministries that maintain or control infrastructure. (FM 3-34) (USAES)

No.	Scale	Measure
01	Yes/No	Unit completed restoration per the schedule specified in the operation order.
02	Yes/No	Commander of the unit restoring a damaged area planned operations, established priorities, and allocated assets.
03	Yes/No	Unit completed restoration per the standards specified in the operation order.
04	Yes/No	Unit had and followed environmental considerations planning and procedures.
05	Time	To locate and stockpile repair materials.
06	Time	To refine area damage control plan for the area of operations (AO) after receipt of warning order.
07	Time	To establish communications between the unit restoring the damaged areas and the unit or organization controlling the AO where the area to be restored was located.

No.	Scale	Measure
08	Time	To perform engineer estimate to identify and prioritize potential tasks and determine required specialized support from engineers, explosive ordnance disposal, and other units; bill for needed materials; locate routes; identify replacement facilities; identify available host-nation assets; and perform other tasks as appropriate.
09	Time	To construct an expedient or alternate facility or bypass while restoration or repair was being completed if required.
10	Time	To repair facilities damaged by combat or natural disaster.
11	Time	To restore damaged utilities in AO.
12	Percent	Of difference between planned and actual area damage control requirements in AO.
13	Percent	Of planned general engineering capabilities performed in AO.
14	Percent	Of facilities damaged beyond repair.
15	Percent	Of operations in AO degraded, delayed, or modified due to combat or natural disaster damage.
16	Percent	Of general restoration support provided by the host nation.
17	Percent	Of restoration effort completed.
18	Number	Of Soldiers and civilians impacted by combat or natural disaster in the AO.
19	Number	And type of facilities damaged by combat or natural disaster in the AO.

ART 4.1.7.1.1 Restore Damaged Areas

4-84. This ART covers how units inspect and repair surface and underwater facilities or restore terrain damaged by combat (such as clear rubble and restore electrical power), natural disaster, environmental accidents, or other causes. (FM 3-34) (USAES)

No.	Scale	Measure
01	Yes/No	Unit completed restoration per the schedule the operation order specified.
02	Yes/No	Commander of the unit restoring a damaged area planned operations established priorities and allocated assets.
03	Yes/No	Unit completed restoration per the standards the operation order specified.
04	Yes/No	Unit had and followed environmental considerations planning and procedures.
05	Time	To locate and stockpile repair materials.
06	Time	To refine area damage control plan for the area of operations (AO) after receipt of warning order.
07	Time	To establish communications between the unit restoring the damaged areas and the unit or organization controlling the AO where the area to be restored was located.
08	Time	To perform engineer running estimate to identify and prioritize potential tasks and determine required specialized support from engineers, explosive ordnance disposal, and other units; bill for needed materials; locate routes; identify replacement facilities; identify available host-nation assets; and perform other tasks as appropriate.
09	Time	To construct an expedient or alternate facility or bypass while restoration or repair was being completed if required.
10	Time	To repair damaged facilities.
11	Time	To restore damaged utilities in the AO.
12	Percent	Of difference between planned and actual area damage control requirements in the AO.
13	Percent	Of planned general engineering capabilities performed in the AO.
14	Percent	Of facilities damaged beyond repair.
15	Percent	Of operations in the AO degraded, delayed, or modified due to combat or natural disaster damage.
16	Percent	Of general restoration support provided by the host nation.

No.	Scale	Measure
17	Percent	Of restoration effort completed.
18	Number	Of Soldiers and civilians impacted by combat or natural disaster in the AO.
19	Number	And type of facilities damaged by combat or natural disaster in the AO.

ART 4.1.7.1.2 Provide Facilities Engineer Support

4-85. This ART covers how units sustain military forces in theater by providing waste management and constructing, managing, and maintaining bases and installations. ART 4.1.7.1.2 includes the design of facilities. (FM 3-34) (USAES)

No.	Scale	Measure
01	Yes/No	The provision of facilities engineering support did not cause the abandonment, modification, or delay in execution of the unit's chosen course of action.
02	Yes/No	Unit constructed facility systems to plan specifications within allotted time.
03	Yes/No	Facility engineering systems safeguarded the health of Soldiers and noncombatants in the area of operations (AO).
04	Yes/No	Unit had and followed environmental considerations planning and procedures.
05	Yes/No	Construction directive stated the exact assignment, project location, and start and completion times; specified additional personnel, equipment, and materials available; prioritized the entire project; and specified type and frequency of construction reports, time needed for special procurement, and coordination instructions with user agency.
06	Time	To refine facilities engineering support program in the AO.
07	Time	To evaluate the site for suitability and conditions, identify construction problems and possible courses of action, and update or revise the engineer running estimate.
08	Time	To prepare construction directive for facility engineering support facilities and issue it to the construction unit.
09	Time	To coordinate for and receive engineer assets to perform facility engineer task.
10	Time	To monitor construction and perform quality assurance inspections.
11	Time	To verify accuracy of construction plans and specifications to include ensuring the bill of materials included all required materials to complete construction.
12	Time	To design new construction requirements.
13	Time	To manage and administer facilities engineering program in the AO.
14	Time	To develop guidance for acquiring, managing, and disposing real estate in the AO.
15	Time	To complete environmental baseline surveys on real estate being considered for acquisition or use by United States forces.
16	Time	To inventory installed and personal property located on installations.
17	Time	To maintain facility engineering records.
18	Time	To complete legal and environmental reviews of real estate transactions in the AO.
19	Time	To develop a system for submitting real estate claims in the AO.
20	Percent	Of real estate required to conduct and support unit operations acquired.
21	Percent	Of required real estate and facilities provided by the host nation.
22	Percent	Of difference between planned and actual requirements for facilities engineering in the AO.
23	Percent	Of planned facilities acquired or constructed in the AO.
24	Percent	Of existing facilities modernized in the AO.
25	Percent	Of existing facilities that unit can use in current condition.
26	Percent	Of existing facilities damaged by combat actions or natural disaster.

No.	Scale	Measure
27	Percent	Of nonbattle injuries and disease in the AO attributable to inadequate facility engineer support.
28	Percent	Of each utility's (water, wastewater, power, and natural gas) reliability factor in each base camp.
29	Number	Of kilograms or liters and types of waste, refuse, and hazardous materials produced per day in the AO.
30	Number	And types of facilities constructed or acquired to support unit operations.

ART 4.1.7.1.3 Provide Waste Management

4-86. This ART covers how units operate, maintain, or upgrade existing utilities. Units construct, operate, and maintain new utilities systems for the purpose of waste management. This ART includes wastewater collection and treatment systems, refuse collection, and disposal. Special consideration is given to disposing hazardous waste (including regulated medical waste). (FM 3-34) (USAES)

No.	Scale	Measure
01	Yes/No	Soldiers and civilians residing in the area of operations (AO) were not placed at risk of injury or disease because of the improper collection, treatment, and disposal of sewage, refuse, and hazardous waste (including regulated medical waste).
02	Yes/No	Unit constructed sewer system to plan specifications within allotted time.
03	Yes/No	Waste management facilities safeguarded the health of Soldiers and noncombatants in the AO.
04	Yes/No	Sewage in the AO stabilized so that it did not overload the disposal medium or ability in lake, stream, or drain field.
05	Yes/No	Unit had and followed environmental considerations planning and procedures.
06	Yes/No	Unit considered or included the DOD 4715.05-G or final governing standards in construction.
07	Yes/No	Unit used transportation assets to backhaul waste for disposal.
08	Yes/No	Construction directive stated the exact assignment, project location, and start and completion times; specified additional personnel, equipment, and materials available; prioritized the entire project; and specified type and frequency of construction reports, time needed for special procurement, and coordination instructions with user agency.
09	Time	To prepare construction directive for a sewage or hazardous treatment facility and issue it to the construction unit.
10	Time	To refine waste management program after receipt of warning order.
11	Time	To prepare engineer construction running estimate that determines the effort needed to meet the waste management requirements in the AO, assign operational and construction responsibilities, and determine additional personnel and equipment requirements.
12	Time	To evaluate the site for suitability and conditions, identify construction problems and possible courses of action, and update or revise the engineer running estimate.
13	Time	To coordinate for and receive engineer assets to perform task.
14	Time	To monitor construction and perform quality assurance inspections.
15	Time	To perform location survey to establish permanent benchmarks for vertical control and well-marked points for horizontal control.
16	Time	To perform construction layout survey.
17	Time	To install sheeting and bracing on sewer trenches.
18	Time	To verify accuracy of construction plans and specifications to include ensuring the bill of materials includes all required materials to complete construction.
19	Time	To install or repair plumbing and sewage pipes in facilities.
20	Time	To install lavatories or sinks, water closets, and urinals.

No.	Scale	Measure
21	Percent	Of sewage or hazardous materials produced per day in the AO that were disposed of in a manner that safeguards the health of Soldiers and noncombatants and the environment.
22	Percent	Of difference between planned and actual requirements for waste management in the AO.
23	Percent	Of planned waste management capabilities completed in the AO.
24	Percent	Of required waste management capabilities provided by the host nation.
25	Percent	Of existing waste management capabilities modernized in the AO.
26	Percent	Of existing waste management capabilities that unit can use in their current condition.
27	Percent	Of existing waste management capabilities in the AO damaged by combat actions or natural disaster.
28	Percent	Of nonbattle injuries and disease in the AO attributed to inadequate waste management.
29	Percent	Of waste reduced through recycling.
30	Number	Of kilograms and types of hazardous materials produced per day in the AO.
31	Number	Of liters of sanitary sewage produced per day in the AO.
32	Number	Of liters of industrial sewage produced per day in the AO.
33	Number	Of liters of storm sewage produced by individual storms in the AO.
34	Number	Of liters of ground water that enters the sewage system per day.
35	Number	Of cesspools constructed in the AO.
36	Number	And capacity of septic tanks constructed in the AO.
37	Number	And capacity of sewage treatment plants constructed in the AO.
38	Number	Of kilograms per day of disinfectants added to chemically treat sewage in the AO.
39	Number	And capacity of sewage lagoons constructed in the AO.
40	Number	Of meters of sewer systems constructed per day in the AO.

ART 4.1.7.1.4 Provide Engineer Support to Bases and Installations

4-87. This ART covers how units manage and maintain or upgrade existing facilities and utilities. Units construct, manage, and maintain new facilities and utility systems for bases and installations. (ATP 3-34.40) (USAES)

No.	Scale	Measure
01	Yes/No	The construction, management, and maintenance of bases and installations in the area of operations (AO) contributed toward unit mission accomplishment.
02	Yes/No	Unit determined construction requirements per existing doctrine and regulations.
03	Yes/No	Unit had and followed environmental considerations planning and procedures.
04	Time	To plan maintenance and repair of fixed facilities.
05	Time	To determine potential requirements for repairing damage due to combat actions and natural disasters.
06	Time	To plan and perform fire prevention and protection programs in the AO.
07	Time	To plan refuse collection and disposal.
08	Time	To plan the operation and maintenance or upgrade of existing utilities (such as electrical generating and distribution, waste water collection, and treatment systems), permanent and semipermanent water facilities (such as wells for water and water storage systems), and other special utilities systems including cooling and refrigeration, compressed air, and heating systems.
09	Percent	Of maintenance and repair of facilities that can be performed by unit self-help teams.
10	Percent	Of facilities in the AO meeting initial and temporary standards.

No.	Scale	Measure
11	Number	Of incinerators and landfills that operated in the AO.
12	Number	Of metric tons of refuse per day recycled in the AO.
13	Number	Of metric tons of hazardous waste per day disposed of per appropriate laws and regulations.
14	Number	And types of ports, bases, and installations in the AO.
15	Number	Of Soldiers supported by bases and installations in the AO.
16	Number	And types of engineer units used for building and maintaining bases and installations located in the AO.
17	Cost	Of base and installation construction, management, and maintenance.

ART 4.1.7.2 Enable Logistics

4-88. This ART covers how units construct and maintain land, water, and air routes that connect an operating military force with one or more bases of operations and along which supplies and reinforcements move. Sustainment lines of communications (LOCs) include main and alternate supply routes. ART 4.1.7.2 includes the production of construction materials such as concrete and asphalt. (ATP 3-34.40) (USAES)

No.	Scale	Measure
01	Yes/No	The inability to use LOCs located in the area of operations (AO) degraded or delayed unit operations.
02	Yes/No	Unit developed detailed plans for project.
03	Yes/No	Unit inspected project for quality control and ensured that the project was completed on time.
04	Yes/No	Unit had and followed environmental considerations planning and procedures.
05	Yes/No	Construction directive stated the exact assignment, project location, and start and completion times; specified additional personnel, equipment, and materials available; prioritized the entire project; and specified type and frequency of construction reports, time needed for special procurement, and coordination instructions with user agency.
06	Time	To reconnoiter to determine how the local environment will affect construction and if existing facilities or natural resources were available near the construction or maintenance site. This includes determining terrain features and their effect on the project; environmental considerations; problems involved in traveling to and from work site; needed materials to keep the job site drained before, during, and after construction; and soil type and effort required to allow vehicle traffic and construction.
07	Time	To coordinate additional personnel, equipment, and critical items.
08	Time	To review available information in construction directive, intelligence reports, and site investigation to develop an operation plan or order.
09	Time	To plan the project including construction estimate, construction directive, and quality control.
10	Time	To prepare construction estimate including preparing a project activity list and a construction sequencing network; preparing materials, equipment, and personnel estimates; determining activity work rates; and preparing a critical path.
11	Time	To prepare construction directive and issue it to construction unit.
12	Time	To monitor construction and perform quality assurance inspections.
13	Time	To perform final inspection of finished construction and turn it over to the user.
14	Time	To construct and maintain sustainment LOCs.
15	Time	That scheduled arrivals in the AO were delayed due to interruption in LOCs (on average).
16	Percent	Of difference between planned and actual requirements for LOCs construction and maintenance requirements.
17	Percent	Of force becoming casualties due to enemy action or accidents during construction or repair.

No.	Scale	Measure
18	Percent	Of increase in the carrying capabilities of the LOCs due to construction or maintenance of LOCs.
19	Percent	Of planned general engineering capabilities performed in the AO.
20	Percent	Of personnel in the AO required for building and maintaining LOCs.
21	Percent	Of general engineering support provided by the host nation.
22	Number	Of LOCs requiring construction or maintenance in the AO.
23	Number	Of instances of delays in scheduled arrivals due to interruption of LOCs.

ART 4.1.7.2.1 Construct Roads and Highways

4-89. This ART covers how units determine road network requirements, such as classifying roads in the area of operations (AO) per location, trafficability, and degree of permanence, traffic-bearing capabilities, and improvements needed. Units maintain and repair existing roads (such as inspect and supervise, stockpile materials, keep road surfaces in usable and safe condition, prompt repair, correct basic cause of surface failure, and perform maintenance inspections) and construct new roads (such as route reconnaissance, site selection, surveys, drainage, construction, paving, and soil stabilization). (ATP 3-34.40) (USAES)

Note: For construction of combat roads and trails to support maneuver of tactical forces, see ART 1.6.2.1 (Construct Combat Roads and Trails).

No.	Scale	Measure
01	Yes/No	The inability to construct or maintain highways and roads in the AO within the time the construction directive specifics degraded or delayed unit operations.
02	Yes/No	Unit developed detailed plans for project.
03	Yes/No	Unit inspected project for quality control and ensured that the road or highway construction project was completed on time.
04	Yes/No	Unit had and followed environmental considerations planning and procedures.
05	Yes/No	Construction directive stated the exact assignment, project location, and start and completion times; specified additional personnel, equipment, and materials available; prioritized the entire project; and specified type and frequency of construction reports, time needed for special procurement, and coordination instructions with user agency.
06	Time	To reconnoiter to determine how the local environment will affect roads and highway construction and determine if existing facilities or natural resources were available near the construction or maintenance site. This includes determining terrain features and their effect on the project; environmental considerations; problems involved in traveling to and from work site; needed materials to keep the job site drained before, during, and after construction; and soil type and effort required to allow vehicle traffic and construction.
07	Time	To review available information in construction directive, intelligence reports, and site investigation to develop an operation plan or order.
08	Time	To plan the road or highway project. This included construction estimate, construction directive, and quality control.
09	Time	To prepare a road or highway construction estimate. This included preparing a project activity list and a construction sequencing network; determining material, equipment, or personnel estimates; determining work rates for activities; and preparing a critical path.
10	Time	To prepare road or highway construction directive and issue it to construction unit.
11	Time	To coordinate additional personnel, equipment, and critical items.
12	Time	To monitor construction and perform quality assurance inspections.
13	Time	To perform final inspection of finished road or highway and turn it over to the user.
14	Time	For building roads and highways.

No.	Scale	Measure
15	Time	That scheduled arrivals in the AO were delayed on the average due to interruptions in roads and highways by combat actions or natural disasters.
16	Percent	Of difference between planned and actual requirements for road and highway construction and maintenance requirements.
17	Percent	Of force becoming casualties due to enemy action or accidents during road and highway construction or repair.
18	Percent	Of increase in the carrying capabilities of a road or highway due to construction or maintenance.
19	Percent	Of planned road or highway construction or maintenance capabilities realized in the AO.
20	Percent	Of personnel in the AO required for building and maintaining roads and highways.
21	Percent	Of road and highway construction and repair capabilities provided by the host nation.
22	Percent	Of existing roads and highways in the AO improved.
23	Percent	Of roads and highways in the AO that unit can use in their current condition by unit combat and tactical vehicles.
24	Percent	Of unit operations degraded, delayed, or modified in the AO due to road or highway impassability.
25	Percent	Of roads and highways in the AO damaged by enemy fire or natural disaster.
26	Percent	Of roads upgraded from gravel to asphalt.
27	Number	And types of quarries required to support this task.
28	Number	Of roads and highways in the AO requiring construction or maintenance.
29	Number	Of roads and highways constructed or improved in the AO.
30	Number	Of kilometers of roads and highways constructed or improved in the AO within a given time.
31	Number	Of instances of delays in scheduled arrivals due to interruption of roads and highways in the AO by combat actions or natural disaster.
32	Number	Of instances in which troop movement or sustaining operations were prevented due to road or highway impassability.
33	Number	Of road or highway maintenance inspections performed per month in the AO.

ART 4.1.7.2.2 Construct Over-the-Shore Facilities

4-90. This ART covers how units provide construction, repair, and maintenance support to logistics over-the-shore operations. Units construct piers and causeways as well as access and egress routes. Units prepare and stabilize beaches. They provide access to marshaling and storage areas and adjoining logistics over-the-shore sites, which may also need constructing. Units provide road and rail links to existing lines of communications. They construct utility systems and petroleum, oils, and lubricants storage and distribution systems. (ATP 3-34.40) (USAES)

No.	Scale	Measure
01	Yes/No	The inability to construct or maintain over-the-shore facilities within the time the construction directive specifics degraded or delayed unit operations.
02	Yes/No	Unit developed detailed plans for project.
03	Yes/No	Unit inspected over-the-shore facility projects for quality control and ensured that the project was completed on time.
04	Yes/No	Unit had and followed environmental considerations planning and procedures.
05	Yes/No	Construction directive stated the exact assignment, project location, and start and completion times; specified additional personnel, equipment, and materials available; prioritized the entire project; and specified type and frequency of construction reports, time needed for special procurement, and coordination instructions with user agency.

No.	Scale	Measure
06	Time	To reconnoiter to determine how the local environment will affect over-the-shore facilities construction and determine if existing facilities or natural resources were available near the construction or maintenance site. This includes determining terrain features and their effect on the project; environmental considerations; problems involved in traveling to and from work site; materials needed to keep the job site drained before, during, and after construction; and soil type and effort required to allow vehicle traffic and construction.
07	Time	To review available information in construction directive, intelligence reports, and site investigation to develop an operation plan or order.
08	Time	To plan the over-the-shore facility project. This included construction estimate, construction directive, and quality control.
09	Time	To prepare a construction estimate for the over-the-shore facility.
10	Time	To prepare construction directive for the over-the-shore facility and issue it to the construction unit. Directive stated the exact assignment, project location, and start and completion times; specified additional personnel, equipment, and materials available; prioritized the entire project; and specified type and frequency of construction reports, time needed for special procurement, and coordination instructions with user agency.
11	Time	To coordinate additional personnel, equipment, and critical items.
12	Time	To monitor construction and perform quality assurance inspections.
13	Time	To perform final inspection of finished over-the-shore facility and turn it over to the user.
14	Time	For building and maintaining over-the-shore facilities.
15	Time	That scheduled arrivals in the area of operations (AO) were delayed (on average) due to interruptions in the construction and maintenance of over-the-shore facilities by combat actions or natural disasters.
16	Percent	Of difference between planned and actual requirements for the construction or maintenance of over-the-shore facilities in the AO.
17	Percent	Of force that became casualties due to enemy actions or accidents during the construction or maintenance of over-the-shore facilities.
18	Percent	Of increase in the throughput capabilities of a surface port due to the construction or maintenance of over-the-shore facilities.
19	Percent	Of planned construction or maintenance capabilities for over-the-shore facilities completed in the AO.
20	Percent	Of personnel in the AO required for building and maintaining over-the-shore facilities.
21	Percent	Of over-the-shore facilities in the AO damaged by enemy fire or natural disaster.
22	Percent	Of over-the-shore facilities in the AO that unit can use in their current condition.
23	Percent	Of unit operations degraded, delayed, or modified in the AO due to an inability to use existing over-the-shore facilities.
24	Percent	Of over-the-shore construction or repair capabilities provided by the host nation.
25	Percent	Of existing over-the-shore facilities improved in the AO.
26	Percent	Of existing logistics over-the-shore facilities connected to existing roads, pipelines, or railroads.
27	Percent	Of supplies lost or destroyed during logistics over-the-shore offload activities in the AO.
28	Number	Of over-the-shore facilities in the AO requiring construction or maintenance.
29	Number	And types of over-the-shore facilities such as piers, causeways, and marshaling or storage sites constructed or improved in the AO.
30	Number	And types of over-the-shore facilities in the AO damaged by enemy fire or natural disaster.
31	Number	Of meters of piers, causeways, and beaches constructed, improved, or stabilized in the AO within a given time.

No.	Scale	Measure
32	Number	Of instances of delays in scheduled arrivals due to the destruction or damage of over-the-shore facilities in the AO by combat actions or natural disaster.
33	Number	Of instances that troop movement or sustaining operations were prevented due to an inability to use over-the-shore facilities.
34	Number	Of over the shore facility inspections performed per month in the AO.

ART 4.1.7.2.3 Construct Ports

4-91. This ART covers how units construct and rehabilitate ship unloading and cargo handling facilities in the area of operations (AO). Repair and maintenance can include emergency repair, major repair, rehabilitation of breakwater structures, and expedients. (ATP 3-34.40) (USAES)

No.	Scale	Measure
01	Yes/No	The inability to construct or maintain seaport facilities within the time the construction directive specifics degraded or delayed unit operations.
02	Yes/No	Unit developed detailed plans for project.
03	Yes/No	Unit inspected seaport projects for quality control and ensured the project was completed on time.
04	Yes/No	Unit had and followed environmental considerations planning and procedures.
05	Yes/No	Construction directive stated the exact assignment, project location, and start and completion times; specified additional personnel, equipment, and materials available; prioritized the entire project; and specified type and frequency of construction reports, time needed for special procurement, and coordination instructions with user agency.
06	Time	To review available information in construction directive, intelligence reports, and site investigation to develop an operation plan or order.
07	Time	To plan the seaport construction project. This included construction estimate, construction directive, and quality control.
08	Time	To reconnoiter to determine how the local environment will affect the construction and maintenance of seaports. This included determining if existing facilities or natural resources were available near the work site; terrain features and their effects on the project; environmental considerations; problems involved in traveling to and from work site; materials needed to keep the job site drained before, during, and after construction; and soil type and effort required to allow vehicle traffic and construction.
09	Time	To coordinate additional personnel, equipment, and critical items.
10	Time	To monitor construction and perform quality assurance inspections.
11	Time	To perform final inspection of finished seaport and turn it over to the user.
12	Time	For building and maintaining port facilities.
13	Time	To prepare a construction estimate for the seaport. This included preparing a project activity list and a construction sequencing network; preparing material, equipment, and personnel estimates; determining work rates for activities; and preparing a critical path.
14	Time	To prepare construction directive for the seaport and issue it to the construction unit.
15	Percent	Of difference between planned and actual requirements for the construction or maintenance of port facilities in the AO.
16	Percent	Of force that became casualties due to enemy action or accidents during the construction or maintenance of port facilities.
17	Percent	Of increase in the throughput capabilities of a surface port due to the construction or maintenance of port facilities.
18	Percent	Of planned construction or maintenance capabilities for port facilities completed in the AO.
19	Percent	Of personnel in the AO required for building and maintaining port facilities.
20	Percent	Of port construction or repair capabilities provided by the host nation.
21	Percent	Of existing port facilities improved in the AO.

No.	Scale	Measure
22	Percent	Of port facilities in the AO that unit can use in their current condition.
23	Percent	Of unit operations degraded, delayed, or modified in the AO due to an inability to use existing port facilities.
24	Percent	Of port facilities in the AO damaged by enemy fire or natural disaster.
25	Percent	Of existing logistic port facilities connected to existing roads, pipelines, or railroads.
26	Percent	Of supplies lost or destroyed during logistic offload activities in the AO.
27	Percent	Of underwater habitat destroyed.
28	Number	Of port facilities in the AO requiring construction or maintenance.
29	Number	And types of port facilities—such as piers, causeways, cranes, and marshaling or storage sites—constructed or improved in the AO.
30	Number	And types of port facilities in the AO damaged by enemy fire or natural disaster.
31	Number	Of meters of breakwater, piers, and causeways constructed or improved in the AO within a given time.
32	Number	Of port facility inspections performed per month in the AO.
33	Number	Of instances of delays in scheduled arrivals due to the destruction or damage of port facilities in the AO by combat actions or natural disaster.
34	Number	Of instances in which troop movement or sustaining operations were prevented due to an inability to use port facilities.

ART 4.1.7.2.4 Construct Railroad Facilities

4-92. This ART covers how units provide construction, major rehabilitation, and major repair of railroads. ART 4.1.7.2.4 includes all design, new construction, and modification of existing railroads to meet military traffic needs. (ATP 3-34.40) (USAES)

No.	Scale	Measure
01	Yes/No	The inability to construct or maintain railroad facilities within the time the construction directive specifics degraded or delayed unit operations.
02	Yes/No	Unit developed detailed plans for project.
03	Yes/No	Unit inspected railroad projects for quality control and ensured the project was completed on time.
04	Yes/No	Unit had and followed planning and procedures for environmental considerations.
05	Yes/No	Construction directive stated the exact assignment, project location, and start and completion times; specified additional personnel, equipment, and materials available; prioritized the entire project; and specified type and frequency of construction reports, time needed for special procurement, and coordination instructions with user agency.
06	Time	To reconnoiter to determine how the local environment will affect the construction and maintenance of railroad facilities. This included determining if existing facilities or natural resources were available near the work site; terrain features and their effect on the project; environmental considerations; problems involved in traveling to and from work site; materials needed to keep the job site drained before, during, and after construction; and soil type and effort required to allow vehicle traffic and construction.
07	Time	To review available information in construction directive, intelligence reports, and site investigation to develop an operation plan or order.
08	Time	To plan the railroad facility construction project—included construction estimate, construction directive, and quality control.
09	Time	To prepare a construction estimate for railroad facilities. This included preparing a project activity list and a construction sequencing network; preparing material, equipment, or personnel estimates; determining work rates for activities; and preparing a critical path.
10	Time	To prepare construction directive for the railroad facility and issue it to the construction unit.

No.	Scale	Measure
11	Time	To coordinate additional personnel, equipment, and critical items.
12	Time	To monitor construction and perform quality assurance inspections.
13	Time	To perform final inspection of finished railroad facilities and turn it over to the user.
14	Time	To construct or maintain railroad facilities.
15	Time	Of delay in scheduled arrivals in the area of operations (AO) (on average) due to interruptions in the construction or maintenance of railroad facilities by combat actions or natural disasters.
16	Percent	Of difference between planned and actual requirements for the construction or maintenance of railroad facilities in the AO.
17	Percent	Of force that became casualties due to enemy action or accidents during the construction or maintenance of railroad facilities.
18	Percent	Of increase in the throughput capabilities of a railroad port due to the construction or maintenance of railroad facilities.
19	Percent	Of planned construction or maintenance capabilities for railroad facilities completed in the AO.
20	Percent	Of personnel in the AO required for building and maintaining railroad facilities.
21	Percent	Of railroad construction or repair capabilities provided by the host nation.
22	Percent	Of existing railroad facilities improved in the AO.
23	Percent	Of railroad facilities in the AO that unit can use in current condition.
24	Percent	Of unit operations degraded, delayed, or modified in the AO due to an inability to use existing railroad facilities.
25	Percent	Of railroad facilities in the AO damaged by enemy fire or natural disaster.
26	Percent	Of existing logistic facilities connected to existing railroads.
27	Number	Of railroad facilities in the AO that required construction or maintenance.
28	Number	And types of railroad facilities constructed or improved in the AO.
29	Number	And types of railroad facilities in the AO damaged by enemy fire or natural disaster.
30	Number	Of kilometers of rail lines constructed or improved in the AO within a given time.
31	Number	Of instances of delays in scheduled arrivals due to the destruction or damage of railroad facilities in the AO by combat actions or natural disaster.
32	Number	Of instances in which troop movement or sustaining operations were prevented due to an inability to use rail facilities.
33	Number	Of tons per day of supplies transported.
34	Number	Of railroad facility inspections performed per month in the AO.

ART 4.1.7.2.5 Construct Airfield Facilities

4-93. This ART covers how units provide for planning military airfields; new airfield and heliport construction, expansion, and rehabilitation; and maintenance and repair of airfields and heliports in the area of operations (AO). (FM 5-430-00-2) (USAES)

No.	Scale	Measure
01	Yes/No	The inability to construct or expand airfield facilities within the time the construction directive specifies degraded or delayed unit operations.
02	Yes/No	Airfield facilities supported the aircraft for which they were designed.
03	Yes/No	Unit inspected airfield or heliport projects for quality control.
04	Yes/No	Unit completed airfield or helipad project on time.
05	Yes/No	Unit had and followed planning and procedures for environmental considerations.

No.	*Scale*	*Measure*
06	Yes/No	Construction directive stated the exact assignment, project location, and start and completion times; specified additional personnel, equipment, and materials available; prioritized the entire project; and specified type and frequency of construction reports, time needed for special procurement, and coordination instructions with user agency.
07	Time	To prepare engineer construction estimate that determines the effort to meet the requirements, assign operational and construction responsibilities, and determine additional personnel and equipment requirements.
08	Time	To prepare construction directive for the airfield or heliport and issue it to the construction unit.
09	Time	To evaluate the site for suitability and conditions, integrate environmental considerations, identify construction problems and possible courses of action, and update or revise the engineer estimate.
10	Time	To coordinate for and receive engineer assets to perform task.
11	Time	To monitor construction and perform quality assurance inspections.
12	Time	To perform location survey to establish permanent benchmarks for vertical control and well-marked points for horizontal control.
13	Time	To perform construction layout survey.
14	Time	To perform earthwork estimate that calculated the earthwork volume or quantity, determined final grade balancing of cuts and fills, and determined most economical haul of materials.
15	Time	To design a storm-drainage system.
16	Time	To conduct clearing, grubbing, and stripping operations.
17	Time	To conduct subgrade and base-course operations.
18	Time	To stabilize soil and provide dust control if required.
19	Time	To install surface matting if required.
20	Time	To conduct airfield marking operations.
21	Time	To install airfield lighting.
22	Time	To mark all obstructions.
23	Time	To prepare and submit status, progress, or completion reports to higher headquarters.
24	Time	To establish job site security.
25	Time	That scheduled arrivals in the AO were delayed on average due to interruptions in the construction, expansion, or maintenance of airfield or heliport facilities by combat actions or natural disasters.
26	Percent	Of difference between planned and actual requirements for the construction or maintenance of airfields or heliports and their associated support facilities in the AO.
27	Percent	Of force becoming casualties due to enemy action or accidents during the construction or maintenance of airfields or heliports.
28	Percent	Of increase in the throughput capabilities of an airfield or heliport due to the construction or maintenance of aviation support facilities.
29	Percent	Of planned airfield or heliport construction or maintenance capabilities completed.
30	Percent	Of personnel in the AO required for building and maintaining airfields, heliports, and their associated aviation support facilities.
31	Percent	Of airfield or helipad construction or repair capabilities provided by the host nation.
32	Percent	Of existing airfields or heliports and their associated aviation support facilities improved in the AO.
33	Percent	Of existing airfields or heliports and their associated aviation support facilities in the AO that the unit can use in their current condition.
34	Percent	Of unit operations degraded, delayed, or modified in the AO due to an inability to use existing airfields or helipads.

No.	Scale	Measure
35	Percent	Of airfield or heliport and aviation support facilities in the AO damaged by enemy fire or natural disaster.
36	Percent	Of existing logistic facilities with access to existing airfields or heliports.
37	Number	Of airfields constructed, expanded, or rehabilitated in the AO.
38	Number	Of heliports constructed or rehabilitated in the AO.
39	Number	Of airfields or heliports and aviation support facilities in the AO that required construction or maintenance.
40	Number	And types of airfields or heliports and associated aviation support facilities in the AO damaged by enemy fire or natural disaster.
41	Number	Of meters of airfield runway constructed, improved, or repaired in the AO within a given time.
42	Number	Of instances of delays in scheduled arrivals due to the destruction or damage of airfields and helipads in the AO by combat actions or natural disaster.
43	Number	Of instances in which troop movement or sustaining operations were prevented due to an inability to use airfields or helipads and associated aviation support facilities.
44	Number	Of tons per day of supplies transported by aviation platforms in the AO.
45	Number	Of passengers per day transported by aviation in the AO.
46	Number	Of inspections of aviation support infrastructure completed per month in the AO.

ART 4.1.7.2.6 Construct Petroleum Distribution Systems

4-94. This ART covers how units provide construction, major rehabilitation, and major repair of water and petroleum pipelines and tank farms. ART 4.1.7.2.6 includes all design, new construction, and modification of existing pipelines and tank farms to meet military traffic needs. This task includes environmental considerations. (ATP 3-34.40) (USAES)

No.	Scale	Measure
01	Yes/No	The inability for building and maintaining pipelines and tank farms within the time the construction directive specifics degraded or delayed unit operations.
02	Yes/No	Size of storage tanks or tank farm was adequate for anticipated demand.
03	Yes/No	Unit constructed the system per plans and specifications.
04	Yes/No	The system was operational and leak proof.
05	Yes/No	Unit buried pipes below frost line and deep enough that vehicle movement did not damage system.
06	Yes/No	Unit observed environmental regulations or considerations during construction or repair of petroleum distribution systems.
07	Yes/No	Unit had and followed planning and procedures for environmental considerations.
08	Yes/No	Construction directive stated the exact assignment, project location, and start and completion times; specified additional personnel, equipment, and materials available; prioritized the entire project; and specified type and frequency of construction reports, time needed for special procurement, and coordination instructions with user agency.
09	Time	To respond to reportable tasks.
10	Time	To evaluate the site for suitability and conditions, identify construction problems and possible courses of action, and update or revise the engineer estimate.
11	Time	To prepare engineer construction estimate that determined the effort needed to meet the requirements, assign operational and construction responsibilities, and determine additional personnel and equipment requirements.
12	Time	To prepare construction directive for the pipeline or tank farm and issue it to the construction unit.
13	Time	To coordinate for and receive engineer assets to perform task.
14	Time	To monitor construction and perform quality assurance inspections.

No.	Scale	Measure
15	Time	To perform location survey to establish permanent benchmarks for vertical control and well-marked points for horizontal control.
16	Time	To perform construction layout survey.
17	Time	To perform earthwork estimate that calculated the earthwork volume or quantity, determined final grade balancing of cuts and fills, and determined most economical haul of materials.
18	Time	To excavate trenches per construction or repair plans.
19	Time	To lay pipe, make connections, install valves, and perform pressure tests.
20	Time	To conduct backfill and tamping operations.
21	Time	To construct pipeline supports and bracing for locations where the pipeline must be above ground.
22	Time	To construct pipeline suspension bridges for locations where the pipeline must be above ground.
23	Time	To install pipeline pumping stations.
24	Time	To ensure water distribution system functions properly.
25	Time	To install storage tanks or liquid storage facilities.
26	Time	To install underwater pipeline.
27	Percent	Of difference between planned and actual requirements for water and petroleum pipelines and tank farms in an area of operations (AO).
28	Percent	Of planned construction or repair program completed.
29	Number	Of pipelines constructed, expanded, or rehabilitated in the AO.
30	Number	Of tank farms constructed or rehabilitated in the AO.
31	Number	Of kilometers of pipelines and tank farms in the AO required to support unit operations.
32	Number	Of pipelines and tank farms and associated support facilities in the AO damaged by enemy fire or natural disaster.
33	Number	Of meters of pipeline constructed, improved, or repaired in the AO within a given time.
34	Number	Of liters or metric tons of water or bulk petroleum products currently stored in tank farms in the AO.
35	Number	Of instances in which troop movement or sustaining operations were prevented due to lack of water or bulk petroleum products.
36	Number	Of liters or metric tons of supplies transported per day by pipelines in the AO.
37	Number	Of pipeline, tank, or pumping station inspections performed per month in the AO.
38	Number	Of casualties because of accidents during the construction, repair, or maintenance of pipelines and tank farms.
39	Number	Of incidents that resulted in the release of hazardous materials because of accidents or spills due to combat actions.
40	Number	Of liters or metric tons of hazardous materials released.
41	Number	Of water wells drilled in the AO.
42	Number	Of leaks per day.

ART 4.1.7.2.7 Construct Bridges

4-95. This ART covers how units provide construction and repair of bridges. ART 4.1.7.2.7 includes all design, new construction, and modification of existing bridges to meet military traffic needs. (TM 3-34.22) (USAES)

No.	Scale	Measure
01	Yes/No	The inability for building and maintaining standard and nonstandard fixed bridges within the time the construction directive specifics degraded or delayed unit operations.
02	Yes/No	Fixed bridges supported the traffic loads for which they were designed.

No.	*Scale*	*Measure*
03	Yes/No	Unit inspected fixed bridge projects for quality control.
04	Yes/No	Unit completed bridge construction projects on time.
05	Yes/No	Unit had and followed planning and procedures for environmental considerations.
06	Yes/No	Construction directive stated the exact assignment, project location, and start and completion times; specified additional personnel, equipment, and materials available; prioritized the entire project; and specified type and frequency of construction reports, time needed for special procurement, and coordination instructions with user agency.
07	Time	To prepare engineer construction estimate that determined the effort needed to meet gap crossing requirements, assign operational and construction responsibilities, and determine additional personnel and equipment requirements.
08	Time	To evaluate proposed bridge site for suitability and conditions, identify construction problems and possible courses of action, and update or revise the engineer estimate.
09	Time	To adapt standard fixed bridge construction designs to specific situation.
10	Time	To coordinate for and receive engineer assets to perform task.
11	Time	To prepare construction directive or operation order to construct or maintain a fixed bridge.
12	Time	To perform location survey to establish permanent benchmarks for vertical control and well-marked points for horizontal control.
13	Time	To monitor construction and perform quality assurance inspections.
14	Time	To perform construction layout survey.
15	Percent	Of difference between planned and actual requirements for fixed bridge construction or maintenance in the area of operations (AO).
16	Percent	Of force becoming casualties due to enemy actions or accidents while building or maintaining fixed bridges.
17	Percent	Of increased throughput capabilities of a line of communications or main supply route because unit replaced tactical assault bridges with fixed bridges.
18	Percent	Of planned fixed bridge construction or maintenance capabilities completed in the AO.
19	Percent	Of personnel in the AO required for building and maintaining fixed bridges.
20	Percent	Of fixed bridge construction or repair capabilities provided by the host nation.
21	Percent	Of existing fixed bridges repaired or improved in the AO.
22	Percent	Of existing fixed bridges in the AO that the unit can use in current condition.
23	Percent	Of unit operations degraded, delayed, or modified in the AO due to an inability to use existing fixed bridges.
24	Percent	Of fixed bridges in the AO damaged by enemy fire or natural disaster.
25	Percent	Of tactical assault bridging in the AO replaced by fixed bridges.
26	Number	Of fixed bridge kits available for employment in the AO.
27	Number	Of fixed bridges constructed, improved, or rehabilitated in the AO.
28	Number	Of existing fixed bridges in the AO that required maintenance or repair.
29	Number	And types of fixed bridges in the AO damaged by enemy fire or natural disaster.
30	Number	Of meters of gaps crossed by fixed bridges constructed, improved, or repaired in the AO within a given time.
31	Number	Of instances of delays in scheduled arrivals due to the destruction or damage of fixed bridges in the AO by combat actions or natural disaster.
32	Number	Of instances in which troop movement or sustaining operations were prevented due to an inability to use a fixed bridge.
33	Number	Of tons per day of bridge construction supplies required in the AO.
34	Number	Of inspections of fixed bridges performed per month in the AO.

ART 4.1.7.2.8 Produce Construction Materials

4-96. This ART covers how units produce limited types of construction materials to support military operations. (ATP 3-34.40) (USAES)

No.	Scale	Measure
01	Yes/No	Procedures to provide construction material production support did not negatively affect supported unit's ability to accomplish its missions.
02	Yes/No	Unit had and followed planning and procedures for environmental considerations.
03	Time	To reconnoiter to evaluate the site for suitability and conditions as well as identify problems and possible courses of action.
04	Time	Required to set up quarry operations.
05	Time	Required to set up asphalt production operations.
06	Percent	Of required production rate of concrete delivered in the area of operations (AO).
07	Percent	Of required production rate of mineral product delivered in the AO.
08	Percent	Of required production rate of asphalt delivered in the AO.
09	Number	Of cubic yards of concrete produced per day in the AO.
10	Number	Of tons of asphalt produced per day in the AO.
11	Number	Of tons of mineral products produced per day in the AO.

ART 4.1.7.3 Provide Technical Engineering Support

4-97. This ART covers how units provide technical support to engineering services in the area of operations (AO). ART 4.1.7.3 includes quality assurance and control inspections, materials testing, and geodetic and construction surveying. Technical engineering provides oversight to the regulatory construction, safety, and environmental standards. Quality control for construction projects and facilities upgrades includes planning, designing, and monitoring the construction process to achieve a desired end state. This ART also includes acquiring, maintaining, and disposing of real property. (TM 3-34.42) (USAES)

No.	Scale	Measure
01	Yes/No	Engineer construction support provided technical support to the supported unit in the AO.
02	Yes/No	Unit had and followed planning and procedures for environmental considerations.
03	Yes/No	Construction directive stated the exact assignment, project location, and start and completion times; specified additional personnel, equipment, and materials available; prioritized the entire project; and specified type and frequency of construction reports, time needed for special procurement, and coordination instructions with user agency.
04	Time	To refine general engineering service program for the AO after receipt of warning order.
05	Time	To prepare engineer construction estimate that determined the effort needed to meet the requirements, assigned operational and construction responsibilities, and determined additional personnel and equipment requirements.
06	Time	To establish demobilization camps.
07	Time	To reconnoiter to evaluate the site for suitability and conditions, identify construction problems and possible courses of action, and update or revise the engineer estimate.
08	Time	To prepare construction directive for the construction or renovation of fixed facilities and issue it to the construction unit.
09	Time	To coordinate for and receive engineer assets to perform task.
10	Time	To monitor construction and perform quality assurance inspections.
11	Time	To perform location survey to establish permanent benchmarks for vertical control and well-marked points for horizontal control.
12	Time	To perform construction layout survey.

No.	Scale	Measure
13	Time	To develop concept of engineer construction support after receipt of warning order.
14	Time	Between arrival of building supplies and equipment and construction of sustainment facilities in the AO.
15	Time	To decommission demobilization camps.
16	Percent	Of difference between planned and actual construction report requirements in the AO.
17	Percent	Of planned engineer construction support capabilities realized in the AO.
18	Percent	Of engineer construction support provided by the host nation.
19	Percent	Of engineer construction projects damaged by combat action or natural disaster.
20	Percent	Of preventive maintenance activities completed based on the recommended activities from each system's owner's manual or generally accepted maintenance standards such as the American Society of Heating, Refrigerating, and Air Conditioning Engineers.
21	Percent	Of permanent facilities emplaced or constructed.
22	Number	Of water wells drilled in the AO.
23	Number	Of storage facilities constructed in the AO.
24	Number	Of pipelines constructed in the AO.
25	Number	Of fixed facilities constructed or renovated in the AO.
26	Number	Of square meters of temporary storage facilities emplaced or constructed per day.
27	Number	Of facilities holding enemy prisoners of war per current international conventions and standards.

ART 4.1.7.3.1 Provide Engineer Survey Support

4-98. This ART covers how units use mechanical or electronic systems to determine dimensional relationships—such as locations, horizontal distances, elevations, directions, and angles—on the earth's surface. ART 4.1.7.3.1 includes airfield surveys and obstacle evaluation assessments within airfield operational surfaces. (ATP 3-34.40) (USAES)

No.	Scale	Measure
01	Yes/No	Unit completed survey by time specified in order.
02	Yes/No	Survey order detailed the priorities and accuracies required by the requesting unit.
03	Time	To plan survey operation to include traverse, triangulation, and three-point resection.
04	Time	To prepare for survey operation.
05	Time	To execute survey operation.
06	Time	To enter a new survey control point into the database.
07	Time	To update survey control point in the database.
08	Time	From requesting information to providing desired survey information to units.
09	Percent	Of accuracy of survey operation.
10	Percent	Of accuracy of survey control available.
11	Percent	Of positioning and azimuth determining systems operational.
12	Number	Of positioning and azimuth determining systems available.

ART 4.1.7.3.2 Perform Quality Assurance and Surveillance Operations

4-99. The government performs quality assurance and surveillance operations to determine that engineer-related contract requirements and specifications are met. Quality assurance and surveillance operations ensure products meet quality and safety standards before acceptance from contractors, during transfer between government agencies, or when issued to users. Quality assurance and surveillance operations ensure that materials meet the critical construction tolerances and standards. (TM 3-34.42) (USAES)

Note: Quality assurance and surveillance operations include planning, designing, and monitoring the construction process to achieve a desired end state.

No.	*Scale*	*Measure*
01	Yes/No	Unit inspected project for compliance with appropriate standards and completion in accordance with the established timeline and quality assurance and surveillance plan.
02	Yes/No	Unit quality control and quality assurance program did not delay project.
03	Time	To monitor construction and conduct quality assurance inspections.
04	Time	To perform final inspection of finished project and turn over to the user.
05	Time	To coordinate inspection and quality surveillance of contracted project specifications.
06	Time	To monitor contractor performance.
07	Time	To provide technical advice and assistance to staffs, subordinate units, and contracting officers' representatives.
08	Percent	Of construction material analysis completed to ensure compliance to project specifications.
09	Percent	Of soils analysis completed to ensure compliance to construction project specifications.
10	Percent	Of soil samples analyzed to ensure compliance to construction project specifications.

ART 4.1.7.3.3 Conduct Real Estate Functions

4-100. This ART covers how units furnish technical real estate guidance and perform additional real estate duties. (FM 3-34) (USAES)

No.	*Scale*	*Measure*
01	Yes/No	The acquisition, management, and disposition of real estate in the area of operations (AO) did not cause the abandonment, modification, or delay in execution of the unit's chosen course of action.
02	Yes/No	Unit had and followed planning and procedures for environmental considerations.
03	Time	To acquire, manage, administer, and dispose of real estate in the AO.
04	Time	To develop guidance for the acquisition, management, and disposition of real estate in the AO.
05	Time	To complete environmental baseline surveys on real estate being considered for acquisition or use by United States forces.
06	Time	To inventory installed and personal property located on installations.
07	Time	To maintain real estate records.
08	Time	To complete legal and environmental reviews of real estate transactions in the AO.
09	Time	To develop a system for submitting real estate claims in the AO.
10	Percent	Of real estate required to conduct and support unit operations acquired.
11	Percent	Of required real estate and facilities provided by the host nation.
12	Number	Of real estate teams that operated in the AO.
13	Number	Of hectares of real estate acquired, managed, or disposed of in an AO within a given time.
14	Number	Of property claims submitted in the AO within a given time.
15	Cost	Of real estate restoration activities necessary to dispose of real estate in the AO.
16	Cost	Of claims for damages to real estate in the AO.
17	Cost	Of rent for the use of real estate in the AO.

ART 4.1.7.4 Supply Mobile Electric Power

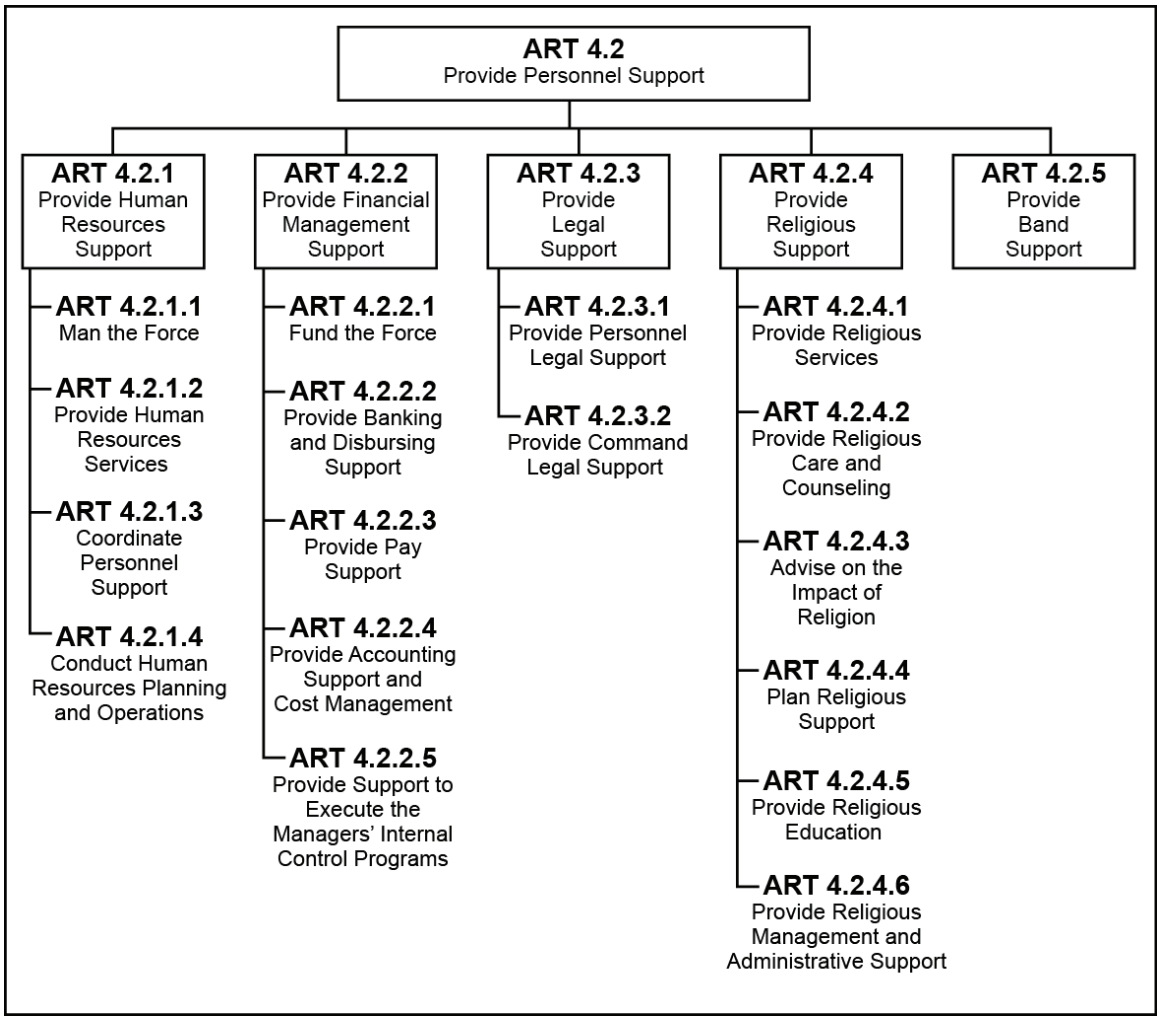
4-101. This ART covers how units supply electric power generation and distribution to military units through mobile generation and a tactical distribution grid system. ART 4.1.7.4 includes power production, power distribution, and power management. (TM 3-34.45) (USAES)

Note: ART 7.3.5.1 (Support Economic Development and Stabilization) addresses providing electrical power to nonmilitary organizations.

No.	*Scale*	*Measure*
01	Yes/No	Mobile electric power met users' needs.
02	Yes/No	Unit constructed electrical system and installed power generation and regulation devices per operation order specifications and within the time stated in the directive.
03	Yes/No	Mobile electric power systems adhered to local and national electric code specifications.
04	Yes/No	Unit had and followed planning and procedures for environmental considerations.
05	Yes/No	The construction directive stated the exact assignment, project location, and start and completion times; specified additional personnel, equipment, and materials available; prioritized the entire project; and specified type and frequency of construction reports, time needed for special procurement, and coordination instructions with user agency.
06	Time	To refine mobile electric power service program for the area of operations (AO) after receipt of warning order.
07	Time	To prepare engineer construction estimate that determined the effort needed to meet the requirements, assigned operational and construction responsibilities, and determined additional personnel and equipment requirements.
08	Time	To reconnoiter to evaluate the site for suitability and conditions, identify construction problems and possible courses of action, and update or revise the engineer estimate.
09	Time	To prepare construction directive for a facility to house mobile electric power generators, power grid substations or transformers, and electric power lines and issue it to the construction unit.
10	Time	To coordinate for and receive engineer assets to perform task.
11	Time	To monitor construction and perform quality assurance inspections.
12	Time	To perform location survey to establish permanent benchmarks for vertical control and well-marked points for horizontal control.
13	Time	To perform construction layout survey.
14	Time	To verify accuracy of construction plans and specifications to include ensuring the bill of materials included all required materials to complete construction.
15	Time	To rough in the structure to accommodate electrical service.
16	Time	To install cable and conduit.
17	Time	To complete installation by connecting joints; grounding system at service entrance; connecting bonding circuit; attaching wire to switch terminal, ceiling and wall outlets, fixtures, and devices; and connecting service entrance cable and fusing or circuit breaker panels.
18	Time	To test and repair the system.
19	Percent	Of difference between planned and actual mobile electric power requirements in the AO.
20	Percent	Of planned mobile electric power generation and distribution capabilities gained in the AO.
21	Percent	Of units in the AO that required mobile generation power.
22	Percent	Of electrical power in the AO generated by mobile generation units and distributed through a tactical grid.

No.	Scale	Measure
23	Percent	Of electrical power in the AO provided by existing power generation facilities and distributed through a commercial grid.
24	Percent	Of power generation systems operational.
25	Percent	Of required kilowatt hours provided by mobile generation units.
26	Percent	Of power provided in the AO that meets voltage, frequency, and amperage standards.
27	Number	And types of mobile generation systems required that met user requirements.
28	Number	Of kilometers of electric power lines that formed the tactical grid in the AO.
29	Number	Of substations and transformers required by the tactical grid.

SECTION II – ART 4.2: PROVIDE PERSONNEL SUPPORT



4-102. Personnel services are those sustainment functions related to Soldiers' welfare, readiness, and quality of life. Personnel services complement logistics by planning for and coordinating efforts that provide and sustain personnel. (ADRP 4-0) (CASCOM)

ART 4.2.1 PROVIDE HUMAN RESOURCES SUPPORT

4-103. Units perform activities and tasks to sustain human resources (HR) functions of manning the force; HR services; personnel support; and HR planning and operations in support of deployed forces. HR support

maximizes operational effectiveness and facilitates support to Soldiers, their families, Department of the Army Civilians, and contractors authorized to accompany the force. (FM 1-0) (USAAGS)

No.	*Scale*	*Measure*
01	Yes/No	HR support and procedures assisted the supported unit to accomplish its mission.
02	Yes/No	Unit developed a comprehensive plan to provide HR support.
03	Yes/No	Unit identified adequate resources and deployed the resources as part of the early entry element.
04	Yes/No	Unit identified location and support requirements for HR operations.
05	Yes/No	Adequate personnel information management was available.
06	Yes/No	Unit maintained personnel accountability and tracking of personnel entering or departing the organization or theater.
07	Time	To complete required coordination.
08	Time	To establish postal operations.
09	Time	To establish morale, welfare, and recreation programs and services.
10	Time	To establish HR communications nodes.
11	Time	To deploy casualty liaison teams, personnel accountability teams, and a theater gateway personnel accountability team.
12	Time	To perform personnel accountability functions associated with theater gateways and other inter and intra theater ports.
13	Time	To provide and receive HR support on request.
14	Time	To produce strength reports that accurately reflected the strength of the unit.
15	Percent	Of personnel meeting personnel readiness requirements.
16	Percent	Of HR resources in place and operational.
17	Percent	Of casualty reports processed in accordance with established timelines.

ART 4.2.1.1 MAN THE FORCE

4-104. Manning combines anticipation, movement, and skillful positioning of personnel so that the commander has the personnel required to accomplish the mission. ART 4.2.1.1 involves personnel readiness management, personnel accountability, strength reporting, retention, and management of personnel information. (FM 1-0) (USAAGS)

No.	*Scale*	*Measure*
01	Yes/No	The supported unit had sufficient personnel to accomplish its mission.
02	Yes/No	Unit maintained accountability of personnel who transited the organization or theater.
03	Time	To establish human resources organizations as required.
04	Time	To access human resources systems enablers and accurately post changes to the personnel database of record.
05	Time	To coordinate transportation and life support of transiting personnel.
06	Percent	Of unit and nonunit personnel scheduled to deploy or redeploy per scheduled dates or times.
07	Percent	Of unit personnel requirements met by deployment day.
08	Percent	Of individuals, teams, platoons, and companies resourced for operations.
09	Percent	Of transiting personnel processed on a daily basis or in accordance with the distribution plan.
10	Percent	Of reports submitted in accordance with established timelines.
11	Number	Of operations degraded, delayed, or modified due to personnel shortages.

ART 4.2.1.1.1 Perform Personnel Readiness Management

4-105. Units distribute Soldiers and Department of the Army Civilians to subordinate commands based on documented manpower requirements, authorizations, and predictive analysis in support of the commander's priorities and plans. (FM 1-0) (USAAGS)

No.	*Scale*	*Measure*
01	Yes/No	Soldiers and individuals were distributed per commander's priorities and documented manpower authorizations.
02	Yes/No	Unit accurately maintained strength management numbers.
03	Yes/No	Accurate individual personnel readiness data was available in a timely manner to make personnel readiness decisions.
04	Yes/No	Unit maintained visibility of individuals as they entered, transited, and departed theater for normal rest and recuperation to treatment at a medical treatment facility.
05	Time	On average for managing unit and individual readiness.
06	Time	Delay in providing replacements due to operational priorities.
07	Time	Delay in providing replacements due to transportation shortfalls.
08	Percent	Of personnel files that had incorrect data entered (based on sample survey).
09	Number	Of operations degraded, delayed, or modified due to personnel shortages.
10	Number	Of replacement personnel provided by the national provider distribution managers.

ART 4.2.1.1.2 Conduct Personnel Accountability

4-106. Personnel accountability is the by-name recording of specific data on individuals as they arrive and depart from units or theater transition points. Data includes information such as duty status, changes in duty status, changes in location, and grade changes. (FM 1-0) (USAAGS)

No.	*Scale*	*Measure*
01	Yes/No	Personnel accountability enhanced the unit's ability to accomplish its mission.
02	Yes/No	Unit tracked and maintained accountability of all transiting personnel.
03	Time	To perform personnel accountability of transiting individuals and units into or out of the organization or theater.
04	Time	To integrate transiting Soldiers and individuals personnel accountability data into the theater database.
05	Percent	Of accurate personnel data transactions completed and verified on rosters published by the electronic Military Personnel Office.

ART 4.2.1.1.3 Conduct Strength Reporting

4-107. Strength reporting is the numerical end product of the personnel accountability process. It is based on fill versus authorizations and drives Army readiness and personnel readiness management. Strength reporting reflects the combat power of a unit and is used to monitor unit strength, prioritize replacements, execute strength distribution, and make tactical and human resources support decisions. (FM 1-0) (USAAGS)

No.	*Scale*	*Measure*
01	Yes/No	Strength reporting enhanced the unit's ability to accomplish its mission.
02	Yes/No	Units consolidated and reported strength reports for subordinate organizations to higher headquarters.
03	Yes/No	Units reconciled strength reports to match database of record.
04	Time	To consolidate subordinate personnel summaries.
05	Time	To integrate transiting Soldiers and other personnel accountability data into the theater database.

No.	Scale	Measure
06	Percent	Of personnel data transactions completed that met established submission guidelines.
07	Percent	Of reports submitted on a timely basis.

ART 4.2.1.1.4 Provide Personnel Information Management

4-108. Units provide personnel information management by collecting, processing, storing, displaying, and disseminating relevant human resources (HR) information about units and personnel. This HR information includes Soldiers; attached joint, international, and multinational personnel; civilians (Department of Defense and interagency); and contractors authorized to accompany the force. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Personnel information management provided timely and accurate personnel data.
02	Yes/No	Personnel information management provided accurate personnel information to support the execution of functions and actions.
03	Yes/No	Personnel information management provided relevant and accurate personnel information to assist commanders in their decision making for HR functions and actions.
04	Yes/No	Personnel information management provided personnel information for developing essential elements of friendly information.
05	Yes/No	Personnel information management provided personnel information data required in the execution of the sustainment warfighting function.
06	Time	To perform personnel accountability of transiting individuals or units in theater.
07	Time	To deploy and operate theater HR teams.
08	Time	To integrate transiting personnel accountability data into the theater database.
09	Time	To coordinate transportation requirements.
10	Time	To coordinate life support for transiting personnel.
11	Percent	Of individuals or units processed daily.

ART 4.2.1.1.5 Conduct Retention Operations

4-109. Retention improves readiness, aligns forces, and maintains Army end strength. The Army retention program ensures that all Soldiers—regardless of the type of military operation—have access to career counseling and retention processing. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Retention supported unit mission accomplishment.
02	Time	To provide retention information (on average).
03	Time	To provide retention services (on average).
04	Time	To retain personnel to fill current positions (on average).
05	Percent	Of reenlistment actions processed correctly.
06	Percent	Of eligible personnel retained.
07	Percent	Of reenlistments that occurred during a designated time.
08	Number	Of retention actions processed correctly.
09	Number	Of personnel supported (given in an average).

ART 4.2.1.2 Provide Human Resources Services

4-110. Human resources (HR) services are functions that directly impact a Soldier's status, assignment, qualifications, financial status, career progression, and quality of life that allow the Army leadership to effectively manage the force. HR services include the functions of essential personnel services, postal services, and casualty operations. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	The unit's ability to accomplish its mission was enhanced because of the quality or quantity of personnel service support provided and number of personnel trained to provide appropriate support.
02	Time	To process an individual action.
03	Time	To coordinate or collect essential personnel services information.
04	Percent	Of total actions processed in specified time.
05	Percent	Of actions processed incorrectly.
06	Percent	Of actions returned for additional information.
07	Percent	Of capabilities for HR services in place and operational after area of operations was assigned.
08	Percent	Of casualty and postal reports submitted in a specified time.

ART 4.2.1.2.1 Conduct Casualty Operations

4-111. Units collect, record, process, verify, and report casualty information from unit level to Department of the Army. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Families of personnel who became casualties in the area of operations were accurately notified in a timely and compassionate manner.
02	Time	To establish casualty liaison team at medical facilities and other required locations.
03	Time	To accurately record and report casualty information.
04	Time	To obtain evacuation reports from medical facilities.
05	Time	Of average delay in reporting and processing casualties reports.
06	Time	To provide casualty information to commanders.
07	Time	To appoint summary court martial officer and AR 15-6 investigating officer and casualty assistance or casualty notification officers.
08	Time	To prepare next-of-kin letters and process personnel actions.
09	Time	To complete a line-of-duty investigation.
10	Percent	Of total number of casualties not reported to Department of the Army within 12 hours of incident.

ART 4.2.1.2.2 Perform Essential Personnel Services

4-112. Essential personnel services include customer service, awards and decorations, evaluation reports, promotions and reductions, transfers and discharges, leaves and passes, military pay, personnel action requests, and other S-1 support. Other S-1 support can include officer procurement, line-of-duty investigations, AR 15-6 investigations, suspension of favorable actions or bars to reenlistment, citizenship or naturalization, Congressional inquiries, and identification cards and tags. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Personnel actions let Soldiers know their contributions were recognized by that organization.
02	Yes/No	Every Soldier, Department of the Army Civilian, or authorized contractor in the area of operations had required identification documents.
03	Yes/No	Unit recognition program fairly, equitably, and accurately recognized contributions made by unit or individual.
04	Yes/No	Unit personnel promotions and reductions occurred on a timely, fair, and equitable basis.
05	Time	To process action (on average).
06	Time	To verify eligibility for identification documents (on average).

No.	Scale	Measure
07	Time	To process award or decoration (on average).
08	Time	To process evaluation reports (on average).
09	Time	To process promotion or reduction (on average).
10	Time	To process leave or pass (on average).
11	Time	To initiate and process line-of-duty investigations (on average).
12	Percent	Of number of actions returned for incompleteness.
13	Percent	Of personnel actions processed correctly.
14	Percent	Of line-of-duty investigations completed in a timeline prescribed by Army regulation.
15	Percent	Of pay inquiries successfully completed.
16	Percent	Of evaluation reports submitted after timelines prescribed by Army regulation.
17	Percent	Of accuracy in the preparation of identification documents.
18	Number	Of promotions per grade in a given period.
19	Number	Of identification documents processed and issued.
20	Number	Of pay inquiries resolved during a specific period.

ART 4.2.1.2.3 Conduct Postal Operations

4-113. Postal operations provide a network to process mail and provide postal services. Processing mail involves receiving, separating, sorting, dispatching, and redirecting ordinary and accountable mail; completing international mail exchange; handling casualty and enemy prisoner of war mail; and screening for contaminated or suspicious mail. Postal services involve selling stamps; cashing and selling money orders; providing registered (including classified up to secret), insured, and certified mail services; and processing postal claims and inquiries. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Military mail terminal was established and effective.
02	Yes/No	Adequate personnel and equipment was available to support postal operations.
03	Yes/No	Unit members were able to send and receive mail.
04	Yes/No	Unit established postal operations in a timely manner that enhanced force morale.
05	Time	To process and distribute mail, after receipt.
06	Time	For mail to transit from the United States to overseas addressee (on average).
07	Percent	Of required military mail terminals and post offices established within planned timelines.
08	Percent	Of routes that had alternative routing sites.
09	Percent	Of routes that had daily delivery.
10	Percent	Of processed mail undeliverable.
11	Number	Of tons of backlogged mail, by class per day.

ART 4.2.1.3 Coordinate Personnel Support

4-114. Personnel support activities encompass those functions and activities that contribute to unit readiness by promoting fitness, building morale and cohesion, enhancing quality of life, and providing recreational, social, and other support services for Soldiers, Department of the Army Civilians, and others who deploy with the force. Personnel support encompasses the following functions: command interest programs, community support activities, band operations, and morale, welfare, and recreation. (FM 1-0) (USAAGS)

Note: ART 4.2.5 (Provide Band Support) provides additional support to ART 4.2.1.3.

No.	Scale	Measure
01	Yes/No	Command interest programs supported unit readiness and morale activities.
02	Yes/No	All deployed unit members had access to human resources and community activity programs.
03	Time	To routinely establish command interest programs.
04	Percent	Of planned command interest resource programs in place and operational.
05	Number	Of personnel who had access to command interest programs, community activities, and morale, welfare, and recreation programs.

ART 4.2.1.3.1 Conduct Command Interest Programs

4-115. Army human resources programs are critical to sustain individual and unit readiness. These include the equal opportunity program, sexual harassment program, substance abuse prevention program, and weight control program. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	All unit members felt they were valued members of the unit.
02	Yes/No	Community interest programs were fully established and enhanced individual and unit readiness.
03	Time	Necessary to implement community interest programs or resolve an individual case.
04	Percent	Of planned community interest programs in place and operational.
05	Percent	Of community interest program cases successfully closed or completed.
06	Number	Of command interest programs required.
07	Number	Of personnel required to support community interest programs.
08	Number	Of cases successfully closed or completed.

ART 4.2.1.3.2 Provide Morale, Welfare, and Recreation and Community Support Activities

4-116. Units provide Soldiers, Department of the Army Civilians, and others with recreational and fitness activities, goods, and services. The morale, welfare, and recreation network provides unit recreation and sports programs and rest areas for brigade-sized and larger units. Community support programs include the American Red Cross and family support. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Unit personnel and other authorized individuals had safe means to release some stress created from participating in military operations.
02	Yes/No	Morale, welfare, and recreation programs met unit and individual needs.
03	Time	To coordinate for the establishment of adequate recreation or fitness facilities in the area of operations.
04	Percent	Of deployed units that had access to American Red Cross programs.
05	Percent	Of personnel with access to adequate recreational or fitness facilities.
06	Percent	Of deployed personnel who had access to rest and recuperation facilities.
07	Percent	Of units that had active family and community support programs.
08	Number	Of hours per day allotted to personal leisure, recreational, and fitness activities.

ART 4.2.1.4 Conduct Human Resources Planning and Operations

4-117. Units perform and coordinate functions and activities needed to conduct and sustain human resources support operations. ART 4.2.1.4 includes planning and mission preparations, staff coordination, establishment, and operations of human resources data nodes. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Human resources support was included as part of the planning process.
02	Yes/No	Human resources support was coordinated with and supported operations.
03	Yes/No	Human resources connectivity to data and voice communications nodes was established.
04	Time	To establish human resources connectivity to data and voice communications nodes.

ART 4.2.1.4.1 Perform Human Resources Planning

4-118. Human resources (HR) planning supports the commander's mission requirements. HR planners conduct mission and planning analysis, create possible courses of action, analyze and compare courses of action, recommend a solution, and produce an operation plan or order annex. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	HR support was integrated into the staff process.
02	Yes/No	HR support was integrated into the command budget cycle.
03	Yes/No	HR element conducted mission analysis.
04	Yes/No	HR element produced a HR support plan to support mission.
05	Yes/No	Operational communications nodes provided the ability to maintain the common operational picture.
06	Time	To coordinate and plan HR support for mission.
07	Time	To integrate written plan into operation order or fragmentary order.
08	Time	Needed to plan for resources.
09	Percent	Of coordinating operations occurring during a designated time.
10	Number	Of days required to determine requirements.
11	Number	Of days required to determine support requirements.
12	Number	Of coordinating actions processed correctly.

ART 4.2.1.4.2 Operate Human Resources Communication Nodes

4-119. Units establish, operate, and maintain connectivity to human resources (HR) data and voice communications nodes for HR operations. HR communication nodes include those required for all HR operations, across commands and echelons, and to higher and lower elements. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Unit coordinated with the supporting communications branch to establish connectivity to data communications nodes and procedures supported unit mission accomplishment.
02	Yes/No	Unit ensured that adequate equipment and personnel were available to establish required connectivity to data and voice communications nodes.
03	Yes/No	Operational communications nodes provided the ability to maintain the common operational picture.
04	Time	To establish required connectivity to communications nodes for HR operations.
05	Time	To coordinate and establish connectivity to communications and sustainment operations.
06	Number	Of HR nodes established in a specified time.
07	Number	Of critical HR data and voice communications nodes required for operations.

ART 4.2.2 PROVIDE FINANCIAL MANAGEMENT SUPPORT

4-120. Units provide financial management support to commanders. Financial management is the sustainment of Army, joint, interagency, interdepartmental, and multinational operations through the

execution of two mutually supporting core functions: resource management and finance operations. These two functions consist of the following core competencies: fund the force, banking and disbursing, pay support, accounting support and cost management, and management internal controls. (FM 1-06) (USASSI)

No.	Scale	Measure
01	Yes/No	Financial and resource management support enhanced the supported units' ability to accomplish their missions.
02	Yes/No	Operations were funded and reimbursed properly per funding guidance.
03	Yes/No	Unit developed a comprehensive plan to provide financial management support.
04	Yes/No	Access to requisite financial management systems was available.
05	Time	To establish managers' internal control program.
06	Time	To establish banking and disbursing support.
07	Time	To establish pay support policies and guidance.
08	Time	To establish policies to implement special funding requirements.
09	Time	To input data for cost modeling requirements.

ART 4.2.2.1 FUND THE FORCE

4-121. Fund the force contributes significantly to support the Army's primary role in defense—the application of land power. Fund the force matches legal and appropriate sources of funds with thoroughly vetted and valid requirements. It provides flexibility through nonlethal methods to augment and, in some cases, lead the effort in obtaining the effects the commander is trying to achieve. (FM 1-06) (USASSI)

No.	Scale	Measure
01	Yes/No	Identification, acquisition, distribution, and control of funds enhanced the supported unit's ability to accomplish its mission.
02	Yes/No	Operations were funded or reimbursed properly per funding guidance.
03	Yes/No	Identification, acquisition, distribution, and control of funds complied with fiscal law.
04	Time	To provide guidance to commands on funding procedures after establishing the area of operations.
05	Time	To complete required legal and contracting coordination.
06	Time	To develop spending plans containing mission-critical funding requirements.
07	Percent	Of operations funded and reimbursed properly per funding guidance.
08	Number	Of funding authorization documents and resource distribution documents provided per month.

ART 4.2.2.2 PROVIDE BANKING AND DISBURSING SUPPORT

4-122. Banking support encompasses a wide spectrum of financial management activities ranging from currency support of United States military operations to liaison with host-nation banking officials to strengthen local financial institutions. Disbursing is the act of distributing funds from a specific account to make payments (currency, electronic funds transfer, and checks) on properly prepared and certified vouchers, receiving collections, receiving and controlling currencies, maintaining accountable records, cashing negotiable instruments, managing established limited depositary checking accounts, making foreign currency conversions, and determining the need for currency and its replenishment. (FM 1-06) (USASSI)

No.	Scale	Measure
01	Yes/No	Banking and disbursing support enhanced the commander's intent and vision for the area of operations.
02	Yes/No	Banking initiatives were coordinated with national providers distribution managers.
03	Yes/No	Theater-specific policies for disbursing operations were developed.
04	Yes/No	Unit had access to requisite financial management information systems.

No.	Scale	Measure
05	Time	To establish capabilities to use International Treasury Services government and electronic funds transfer.
06	Time	To implement electronic-commerce and theater-specific initiatives.
07	Time	To establish special payment policies and miscellaneous disbursing support.

ART 4.2.2.2.1 Provide Cash Management Support

4-123. Cash management support provides coordination with host-nation and military banking facilities to provide currency to the theater of operations. (FM 1-06) (USASSI)

No.	Scale	Measure
01	Yes/No	Cash management support enhanced the unit's ability to accomplish the mission.
02	Yes/No	Unit activated disbursing station symbol numbers.
03	Time	To select limited depositary institution and establish limited depositary accounts.
04	Time	To determine amount of currency (United States and foreign) needed to support operation.
05	Time	To implement electronic (E)-commerce and theater-specific initiatives.
06	Time	To establish and maintain central funding support.
07	Time	To establish capabilities to use International Treasury Services government and electronic funds transfer.
08	Percent	Of payments made by E-commerce methods in cash (local and United States currency).
09	Number	Of transactions performed per month by type.
10	Number	Of currency conversions transacted per month.
11	Number	Of local depositary checking accounts established.
12	Number	Of United States currency transactions per month by payment method.
13	Cost	In dollars per month of foreign currency on hand.
14	Cost	In dollars per month disbursed in United States currency by payment method.

ART 4.2.2.2.2 Provide Procurement Support

4-124. As a critical component of the fiscal triad, financial management provides both funding for validated requirements and payments for contracted goods and services. This support ensures that all required documents are available and accurate prior to unit submitting for payment. It also includes support to the commander by training, funding, and clearing pay agents. (FM 1-06) (USASSI)

No.	Scale	Measure
01	Yes/No	Procurement support enhanced the unit's ability to accomplish the mission.
02	Yes/No	Payments occurred within established timelines.
03	Time	To train, fund, and clear paying agents.
04	Time	To implement electronic (E)-commerce and theater-specific initiatives.
05	Time	To coordinate with contracting organizations.
06	Percent	Of payments made by E-commerce methods in cash (local and United States currency).
07	Percent	Of payments without errors.
08	Number	Of transactions performed per month by type.
09	Ratio	Of late payments to total payments.
10	Cost	In dollars per month of contracts paid by currency type and method of payment.
11	Cost	In dollars per month of interest payments, due to late payments, made to vendors.

ART 4.2.2.2.3 Provide Special Payments and Miscellaneous Disbursing Support

4-125. Special payments and miscellaneous disbursing support are provided to Soldiers and commanders in support of operations. This support may include check cashing, advance of pay and allowances, support to noncombatant evacuation operations, the Savings Deposit Program, and solatium payments. (FM 1-06) (USASSI)

No.	*Scale*	*Measure*
01	Yes/No	Special payments and miscellaneous disbursing support enhanced the Soldier's and unit's ability to accomplish the mission.
02	Yes/No	Payments occurred within established timelines.
03	Time	To implement guidance received for special programs.
04	Time	To implement guidance on miscellaneous disbursing support.
05	Time	To implement guidance on the analysis of unmatched transactions.
06	Percent	Of payments without errors.
07	Number	Of transactions performed per month by type.
08	Number	Of nonsufficient fund checks returned for collection.
09	Cost	Of transactions performed per month by type.

ART 4.2.2.3 Provide Pay Support

4-126. Pay support to Soldiers is provided to all personnel assigned or attached within the Financial Management Center's area of operations. This support ensures Soldiers receive proper pay entitlements. (FM 1-06) (USASSI)

No.	*Scale*	*Measure*
01	Yes/No	Unit paid Soldiers employed on time per established pay schedules.
02	Yes/No	Unit received policy on pay entitlements.
03	Percent	Of personnel in area of operations reporting pay problems per month.
04	Percent	Of errors from data input by finance units that reflected changes in pay status of supported personnel in a given time.
05	Number	Of times supported individuals were not accurately paid.
06	Number	Of transactions performed per month.
07	Number	Of case management system cases processed by type.
08	Number	Of case management system cases open less than 30 days.

ART 4.2.2.4 Provide Accounting Support and Cost Management

4-127. The Army relies on the financial management community to ensure fiscal stewardship of the public funds entrusted to accomplish its missions. Financial managers provide expert fiscal analysis based on accurate financial data. Accounting is the act of receiving, controlling, validating, recording, classifying, and summarizing transactions in terms of money; analyzing and interpreting those transactions; and reporting the operating results and related resource management information to higher headquarters. The cost management process is the accurate measurement and thorough understanding of the full cost of an activity's processes, products, and services that support leaders' decision making and fiscal stewardship thereby maximizing the effectiveness and efficiency of the activity's operations. (FM 1-06) (USASSI)

No.	*Scale*	*Measure*
01	Yes/No	Accounting and cost management support enhanced the supported unit's ability to accomplish its mission.
02	Yes/No	The unit coordinated and maintained appropriated fund accounting.
03	Yes/No	The unit captured and accurately recorded expenditures for all accounting classifications used in theater.

No.	Scale	Measure
04	Yes/No	The unit identified and corrected or forwarded funding irregularities to appropriate authorities for disposition.
05	Yes/No	The unit recorded and managed all obligations by type.
06	Yes/No	Commanders were aware of cost implications when making decisions.
07	Yes/No	Unit had access to requisite financial management information systems.
08	Time	To determine and validate mission costs.
09	Time	To estimate cost of future operations.
10	Time	To establish cost capturing procedures.
11	Time	To establish reporting procedures.
12	Time	To identify available cost models.
13	Time	To collect cost management data for commander's resource-informed decision.
14	Percent	Of audit samples without errors.
15	Number	Of reports reconciled per month.
16	Number	Of accounts maintained per month.
17	Number	Of accounts audited per month.
18	Number	Of obligating documents per month.
19	Number	Of cost reports provided per month.
20	Number	Of outstanding negative unliquidated obligations over 30 days.

ART 4.2.2.5 Provide Support to Execute the Managers' Internal Control Programs

4-128. Managers' internal control programs (MICPs) are designed to ensure that programs operate as intended, areas needing improvement are identified and reported, and timely corrective action is taken. MICPs promote these goals through periodic evaluation of key controls and full disclosure of any shortcomings that are detected. (FM 1-06) (USASSI)

No.	Scale	Measure
01	Yes/No	The MICP was established on behalf of the commander.
02	Yes/No	The managers' internal control guidance was developed establishing specific responsibilities and timelines.
03	Yes/No	The commander designated an internal control administrator.
04	Yes/No	The commander established and maintained an internal control evaluation plan.
05	Time	To maintain the internal control evaluation plan.
06	Time	To coordinate and assist in the preparation of the unit's annual assurance statement.
07	Time	To identify, record, correct, and track any material weaknesses.
08	Time	To identify and provide training in support of MICP.
09	Time	To establish all internal control program procedures and be fully operational within 48 hours of the financial management unit commencing operations.
10	Number	Of finance operations quality assurance reviews per reporting cycle.
11	Number	Of finance operations reports with findings and corrected actions, from all levels, forwarded to the senior G-8 for situational awareness.

ART 4.2.3 PROVIDE LEGAL SUPPORT

4-129. Unit legal sections provide legal support in all legal disciplines (including military justice, administrative and civil law, international and operational law, contract and fiscal law, claims, and legal assistance) in support of individuals, the command, and the sustainment of operations. (FM 1-04) (TJAGLCS)

Note: ART 5.5.1.2 (Provide Military Justice Support) and ART 5.5.1.3 (Provide Operational Law Support) are included in ART 5.0 (Conduct Mission Command).

No.	*Scale*	*Measure*
01	Yes/No	Legal support services enhanced the supported unit's ability to accomplish its mission.
02	Time	To refine the legal services program for the area of operations after receipt of warning order.
03	Time	Between commander's requests for and receipt of legal advice or support.
04	Time	To prepare legal estimates.
05	Time	Between requests for briefings on rules of engagement or law of war and actual presentation of the briefing.
06	Time	To review existing interagency or multinational agreements.
07	Percent	Of issues correctly identified, analyzed, and resolved to support missions.
08	Percent	Of legal opinions that reflected an accurate view of law.
09	Percent	Of legal opinions that answered the client's questions clearly and concisely.
10	Percent	Of legal opinions in a form that was useful to the client.
11	Percent	Of opinions formatted in compliance with regulatory requirements.
12	Percent	Of opinions reviewed by a supervisor before release.
13	Percent	Of deployments that required augmentation of legal personnel.
14	Percent	Of judge advocates and support personnel with working knowledge of current automated Army information systems.
15	Percent	Of judge advocates with access to automated Army information systems.
16	Percent	Of judge advocates and support personnel with access to Legal Automation Army-wide System.
17	Percent	Of operationally ready vehicles dedicated to legal support.
18	Percent	Of core legal disciplines provided in support of unit.
19	Percent	Of operational cells with an assigned judge advocate.
20	Percent	Of missions where the judge advocate participated in mission analysis.
21	Percent	Of targets reviewed by a judge advocate.
22	Percent	Of entities requiring legal liaison that had a designated judge advocate liaison.
23	Percent	Of crisis management team meetings attended by a judge advocate.
24	Percent	Of units or Soldiers that received legal briefings on rules of engagement or law of war, status-of-forces agreements, and host-nation law before deployment.
25	Number	Of judge advocates required to provide support in more than one core legal discipline.
26	Number	Of judge advocates required to provide support both in the area of operations and at home station.
27	Number	Of vehicles dedicated for legal support.

ART 4.2.3.1 Provide Personnel Legal Support

4-130. Unit legal sections provide legal support in all legal disciplines to individuals in their personal capacity (claims and legal assistance). Such legal support typically results in advising an individual as a client with attorney-client privilege attaching. (FM 1-04) (TJAGLCS)

No.	*Scale*	*Measure*
01	Time	Between an individual's request for and receipt of legal advice or support.
02	Percent	Of issues correctly identified, analyzed, and resolved to support individual cases.
03	Percent	Of legal opinions that reflected an accurate view of law.
04	Percent	Of legal opinions that answered the client's questions clearly and concisely.

No.	Scale	Measure
05	Percent	Of legal opinions in a form that was useful to the client.
06	Percent	Of judge advocates and support personnel providing support to individuals.
07	Percent	Of units or Soldiers that received legal briefings on rules of engagement or law of war, status-of-forces agreements, and host-nation law before deployment.

ART 4.2.3.1.1 Provide Trial Defense Support

4-131. Unit legal sections provide personal legal advice to Soldiers related to criminal allegations. Military attorneys represent Soldiers in courts-martial and adverse administrative proceedings. (FM 1-04) (TJAGLCS)

No.	Scale	Measure
01	Yes/No	The legal office protected accused Soldiers' legal rights.
02	Time	Between a Soldier's request for and the scheduling of an appointment for legal advice.
03	Time	Between the scheduling of an appointment and the actual appointment date.
04	Percent	Of Soldiers electing to retain their detailed or individually requested military counsel.
05	Percent	Of Soldiers appearing before administrative boards represented by military counsel.
06	Percent	Of legal issues correctly identified and analyzed.
07	Percent	Of legal opinions that answer clients' questions clearly and concisely.
08	Percent	Of Soldiers that received advice on adverse administrative actions from legal assistance instead of trial defense services.
09	Percent	Of units covered by trial defense service support.

ART 4.2.3.1.2 Provide Claims Support

4-132. Unit legal sections investigate, process, adjudicate, and settle claims on behalf of and against the United States per statute, regulation, Department of Defense directives, and international or interagency agreements. Categories of claims include claims for property damage of Soldiers and employees arising incident to service, torts alleged against Department of the Army Civilians or Soldiers acting within the scope of employment, and claims by the United States against individuals who injure Army personnel or damage Army property. (FM 1-04) (TJAGLCS)

No.	Scale	Measure
01	Yes/No	Claims services enhanced the supported unit's ability to accomplish its mission.
02	Time	To adjudicate a small claim.
03	Time	To adjudicate a large claim.
04	Time	Between a claimant's request for forms and actual receipt of forms.
05	Time	To investigate personal property claims.
06	Time	To investigate medical malpractice claims.
07	Time	To investigate federal tort claims.
08	Time	Between identification of and approval for payment of ex gratia claims.
09	Time	Between requests for briefings on claims procedures and actual presentations.
10	Time	Between entry into a foreign area and obtaining both translation service and local legal advice.
11	Percent	Of claims received with all substantiation included.
12	Percent	Of claims investigated and paid in the area of operations.
13	Percent	Of claims offices missing equipment necessary to investigate claims (for example, digital cameras).
14	Percent	Of personnel in claims office proficient in the use of all equipment necessary to investigate claims (for example, digital cameras).

No.	Scale	Measure
15	Percent	Of claims received for reconsideration.
16	Percent	Of claims adjudicated consistent with law, regulation, and United States Army claims policies.
17	Percent	Of units that had appointed unit claims officers.
18	Percent	Of base camps with documentation of preexisting conditions.
19	Percent	Of filed claims paid or transferred before redeployment.
20	Percent	Of large personal property claims that were inspected by claims personnel.
21	Number	Of judge advocates in staff judge advocate offices on orders as claims officers.
22	Number	Of claims briefings given before deployment.
23	Cost	Of claims resolved in area of operations within a given time.

ART 4.2.3.1.3 Provide Legal Assistance

4-133. Unit legal sections provide personal civil legal services to Soldiers, their family members, and other eligible personnel. Units provide support to combat readiness exercises, premobilization legal preparation, Soldier readiness program processing, demobilization briefings, and noncombatant evacuation operations. They provide federal and state income tax assistance, ministerial and notary services, legal counseling, legal correspondence, negotiation, legal document preparation and filing, limited in-court representation, legal referrals, and mediation. They operate preventive law programs. (FM 1-04) (TJAGLCS)

No.	Scale	Measure
01	Yes/No	Legal assistance support services enhanced the supported unit's ability to accomplish its mission.
02	Time	Between a request for an appointment and the appointment.
03	Time	Between submission of a completed will worksheet and client receipt of the draft will.
04	Time	Between submission of a completed separation agreement worksheet and client receipt of the draft separation agreement.
05	Time	Between requests for preventive law briefings and actual presentations.
06	Time	To provide client with powers of attorney.
07	Time	To provide client with notary services.
08	Percent	Of attorneys trained and able to provide estate planning services, to include trusts.
09	Percent	Of attorneys trained and able to provide family law planning services.
10	Percent	Of attorneys publishing preventive law articles.
11	Percent	Of clients screened for conflicts of interest using client information systems.
12	Percent	Of clients documented in client information systems on the day of service.
13	Percent	Of clients seen in an atmosphere designed to maintain confidence.
14	Percent	Of estate planning clients offered an advanced medical directive.
15	Percent	Of clients referred to outside counsel.
16	Percent	Of clients referred to outside counsel on a reduced fee or pro bono basis.
17	Percent	Of attorneys receiving continuing legal education focused on legal assistance during the year.
18	Percent	Of paralegals receiving continuing legal education focused on legal assistance during the year.
19	Percent	Of noncitizen clients processed for citizenship.
20	Percent	Of clients receiving a legal assistance evaluation form.
21	Percent	Of legal assistance evaluation forms rating "Good" or "Excellent."
22	Number	Of Soldiers who used the tax assistance program.

ART 4.2.3.2 PROVIDE COMMAND LEGAL SUPPORT

4-134. Unit legal sections provide legal support to commanders and staff in their official capacity in all legal disciplines (military justice, administrative and civil law, international and operational law, and contract and fiscal law). Attorney-client privilege does not typically attach in these cases. (FM 1-04) (TJAGLCS)

No.	*Scale*	*Measure*
01	Time	Between request for and receipt of legal advice or support.
02	Percent	Of issues correctly identified, analyzed, and resolved to support command missions.
03	Percent	Of legal opinions that answered the commander's questions clearly and concisely.
04	Percent	Of legal opinions in a form that was useful to the command.
05	Number	Of judge advocates required to provide support to command-related legal support.

ART 4.2.3.2.1 Provide Military Judge Support

4-135. Military judges promptly docket and preside over courts-martial (to include Article 39[a] and post-trial sessions), promptly review and authenticate records of trial, and act as a military magistrate (to include reviewing pretrial confinement and issuing search and apprehension authorizations). They also supervise the military magistrate program, conduct training for trial and defense counsel, and conduct investigations, hearings, or similar proceedings when detailed or made available by the chief trial judge. (FM 1-04) (TJAGLCS)

No.	*Scale*	*Measure*
01	Yes/No	Military judge updated published docket at least weekly.
02	Yes/No	Military judge conducted gateway mentoring session for new counsel.
03	Time	Between delivery of referral packet to military judge and detailing by the military judge.
04	Time	Between delivery of referral packet to military judge and arraignment.
05	Time	Between delivery of record of trial to military judge and military judge's authentication.
06	Time	Between delivery of confinement packet to military magistrate and pretrial confinement review by military magistrate.
07	Percent	Of trials in which the military judge led bridge-the-gap mentoring sessions.
08	Percent	Of pretrial confinement cases continued by military magistrate but later released by military judge.
09	Percent	Of the unit covered by military judge support.
10	Number	Of counsel having a copy of the rules of court.

ART 4.2.3.2.2 Provide International Law Support

4-136. Unit legal sections advise and assist to implement the Department of Defense Law of War Program. This task assists with international legal issues relating to United States (U.S.) forces overseas. Unit legal sections advise concerning the legal basis for conducting operations and the use of force; advise concerning the legal status of forces; monitor foreign trials and confinement of Army personnel and their family members; perform legal liaison with the International Committee of the Red Cross and host-nation legal authorities; and advise concerning legal issues in intelligence operations, security assistance, counterdrug operations, stability operations, and civil assistance activities. (FM 1-04) (TJAGLCS)

No.	*Scale*	*Measure*
01	Yes/No	International law support services enhanced the supported unit's ability to accomplish its mission.
02	Time	Between discovery of possible law of war violations and report to higher headquarters.
03	Time	Between foreign confinement of Army personnel and notification to the U.S. legal liaison.

No.	Scale	Measure
04	Time	Between report of a potential law of war violation and the decision whether to investigate.
05	Time	Between capture of an individual and determination of status under Article 5, Geneva Convention of 1949.
06	Percent	Of required international agreements on hand.
07	Percent	Of commanders or Soldiers who received legal briefings on rules of engagement or law of war, status-of-forces agreement, and host-nation law before deployment.
08	Percent	Of targets reviewed by a judge advocate.
09	Percent	Of law of war allegations that were reported.
10	Percent	Of foreign trials and confinement of Army personnel and family members that complied with status-of-forces agreement requirements.
11	Percent	Of international law issues correctly identified, analyzed, and resolved.
12	Percent	Of legal opinions that answered the client's questions clearly and concisely.
13	Percent	Of legal opinions that were reviewed by a supervisor before release.
14	Percent	Of entities requiring legal liaison having a designated judge advocate liaison.
15	Percent	Of orders, plans, and policies reviewed for compliance with international legal obligations.
16	Percent	Of foreign trials observed by a qualified U.S. trial observer.
17	Number	Of U.S. law of war violations.

ART 4.2.3.2.3 Provide Administrative and Civil Law Support

4-137. Unit legal sections advise commanders and litigate on behalf of the Army. They provide legal advice and representation for the command. The practice of civil law includes environmental law, military installations law, regulatory law, intellectual property law, and cases within the United States magistrate program and felony prosecution program, as applicable. (FM 1-04) (TJAGLCS)

No.	Scale	Measure
01	Yes/No	Administrative law support services enhanced the supported unit's ability to accomplish its mission.
02	Yes/No	Civil law support services enhanced the supported unit's ability to accomplish its mission.
03	Time	Between a request for legal review and completion of the review.
04	Time	Between requests for briefings on environmental law and actual presentation of the briefings.
05	Time	To review Appendix 5 (Environmental Considerations) to Annex G (Engineer) in operation orders.
06	Time	Between receipt of request for litigation report and production of the litigation report.
07	Percent	Of financial disclosure forms completed and filed on time.
08	Percent	Of request for opinions received before the legally significant decisions.
09	Percent	Of financial liability investigations of property loss that were not legally sufficient at the second review.
10	Percent	Of conscientious objection issues identified before deployment.
11	Percent	Of family care plan failure issues identified before deployment.
12	Percent	Of personnel assigned who received ethics training.
13	Percent	Of family advocacy case review committee meetings attended by a judge advocate.
14	Percent	Of issues correctly identified, analyzed, and resolved.
15	Percent	Of legal opinions that answered the client's questions clearly and concisely.
16	Percent	Of legal opinions in a form that was useful to the client.

No.	Scale	Measure
17	Percent	Of opinions formatted in compliance with regulatory requirements.
18	Percent	Of legal opinions reviewed by a supervisor before release.
19	Percent	Of plans reviewed to ensure applicable environmental laws were followed.
20	Percent	Of environmental baseline studies conducted within a given time.
21	Percent	Of units that coordinated with the staff judge advocate on environmental issues.
22	Number	Of litigation cases that arose from employee grievances, discrimination complaints, and unfair labor practices.
23	Number	Of litigation reports prepared when directed by Headquarters, Department of the Army in accordance with AR 27-40.

ART 4.2.3.2.4 Provide Contract and Fiscal Law Support

4-138. The legal office provides legal advice and assistance to procurement officials during all phases of the contracting process, overseeing an effective procurement fraud abatement program. Unit legal sections provide legal advice to the commander concerning contingency contracting, use of the Logistics Civil Augmentation Program, acquisition and cross-servicing agreements, contractor management, status-of-forces agreements, international security agreements, host-nation laws, Military Extraterritorial Jurisdiction Act, procurement fraud, contract and fiscal laws, the commercial activities program, and overseas real estate and construction. Unit legal sections provide legal advice on the proper use and expenditure of funds, interagency agreements for logistics support, security assistance, support to nonfederal agencies and organizations, and disposition of government property. (FM 1-04) (TJAGLCS)

No.	Scale	Measure
01	Yes/No	Contract law support services enhanced the supported unit's ability to accomplish its mission.
02	Yes/No	Fiscal law support services enhanced the supported unit's ability to accomplish its mission.
03	Time	Between requests for procurement legal advice and actual opinion rendered.
04	Time	To review international acquisition agreements and contingency contracting matters.
05	Time	To provide legal opinions on proper use and expenditure of funds.
06	Time	To review contract action for legal sufficiency.
07	Percent	Of issues correctly identified, analyzed, and resolved.
08	Percent	Of legal opinions that answered the client's questions clearly and concisely.
09	Percent	Of legal opinions in a form that was useful to the client.
10	Percent	Of opinions formatted in compliance with regulatory requirements.
11	Percent	Of legal opinions reviewed by a supervisor before release.
12	Percent	Of contract actions reviewed by a judge advocate or civilian attorney in accordance with contracting agency standard operating procedures.
13	Number	Of contract actions reviewed by a judge advocate or civilian attorney in accordance with contracting agency standard operating procedures.

ART 4.2.4 PROVIDE RELIGIOUS SUPPORT

4-139. Religious support undergirds and fortifies the Warrior Ethos, especially in operations overseas. Religious support provides for the religious, ethical, and moral needs of the Soldiers, family members, and authorized civilians (to include contractors deploying with the force) at all levels. Religious support includes advising the commander on the impact of religion within the unit (internal) and the impact of religion on the unit's mission throughout its area of operations (external). (FM 1-05) (USACHCS)

No.	Scale	Measure
01	Yes/No	Religious support operations supported the unit's ability to accomplish its mission and sustained the resiliency of the Soldiers.
02	Yes/No	Unit ministry team (UMT) or chaplain section developed a comprehensive religious support plan for an operational environment addressing both required capabilities of provide (religious leader) and advise (religious staff advisor).
03	Yes/No	UMT or chaplain section planned for comprehensive faith group coverage to include general Protestant, Roman Catholic, Orthodox, Jewish, Buddhist, Islamic, and other denominations.
04	Yes/No	UMT or chaplain section developed a training program for lay leaders to perform worship services.
05	Yes/No	UMT or chaplain section assessed the spiritual readiness of Soldiers and units to include the moral and ethical climate.
06	Yes/No	UMT or chaplain section developed standard operating procedures for religious support to the caregivers and mass casualties.
07	Number	Of unit ministry teams in the area of operations.

ART 4.2.4.1 PROVIDE RELIGIOUS SERVICES

4-140. Units provide or perform collective and denominational religious worship services and religious coverage. Units provide religious support for memorial ceremonies, memorial services, and funerals. Units provide for sacraments, rites, and ordinances per the tenets of the denomination or faith group. Chaplains support the commander's responsibility to provide for the free exercise of religion**.** (FM 1-05) (USACHCS)

No.	Scale	Measure
01	Yes/No	Religious services met the needs of the supported unit's personnel.
02	Yes/No	Unit ministry team (UMT) or chaplain section identified faith group requirements for sacraments, rites, and ordinances.
03	Yes/No	UMT or chaplain section provided for faith group services to include general Protestant, Roman Catholic, Orthodox, Jewish, Buddhist, Islamic, and others to include seasonal religious celebrations.
04	Yes/No	UMT or chaplain section identified, trained, and certified distinctive faith group leaders were, as required.
05	Yes/No	UMT or chaplain section identified location for services.
06	Yes/No	UMT or chaplain section identified and executed force protection plan for services.
07	Yes/No	UMT or chaplain section identified and planned transportation requirements to enable unit ministry teams to get to identified locations.
08	Yes/No	UMT or chaplain section developed service matrix for sacramental requirements.
09	Number	Of hours per week spent delivering worship services.
10	Number	Of memorial ceremonies or services and funerals completed.

ART 4.2.4.2 PROVIDE RELIGIOUS CARE AND COUNSELING

4-141. Unit ministry teams (UMTs) or chaplain sections provide religious care and counseling to Soldiers, family members, and authorized Department of the Army Civilians (to include contractors deploying with the force) with religious comfort, moral support, crisis intervention, and encouragement. The UMT or chaplain section assists the command through prevention, intervention, mitigation, and normalization of crisis events. It integrates all crisis-helping agencies to support the needs of the commander. UMT or chaplain section responds to crises operating across the range of military operations from homeland security to humanitarian and civic assistance. (FM 1-05) (USACHCS)

No.	Scale	Measure
01	Yes/No	UMT completed the military decisionmaking process to identify religious care and counseling needs for the unit.
02	Yes/No	Religious care and counseling supported the mission of the unit's personnel.
03	Yes/No	UMT or chaplain section developed plan and resources for crisis intervention.
04	Yes/No	UMT or chaplain section identified symptoms of combat trauma.
05	Yes/No	UMT or chaplain section developed pastoral self-care resources for trauma.
06	Yes/No	UMT or chaplain section completed training for Soldiers on resiliency.
07	Time	Between the UMT or chaplain section receiving a request for counseling and the counseling.
08	Time	To perform critical stress debriefings.
09	Time	To develop resources and supporting agencies to refer individual for additional care.
10	Percent	Of Soldiers seen who required follow-up counseling.
11	Number	Of Soldiers with symptoms of combat trauma.
12	Number	Of Soldiers seen who required referral services.
13	Number	Of hours per week spent providing religious care and counseling.
14	Number	Of hours per week planning and analyzing needs and trends for spiritual care and counseling that impacted mission readiness.

ART 4.2.4.3 Advise on the Impact of Religion

4-142. Unit ministry teams (UMTs) or chaplain sections advise the commander on issues of religion, ethics, and morale (as affected by religion) within the formation (internal) and on the specifics of the religious environment within their area of operations that may impact mission accomplishment (external). (FM 1-05) (USACHCS)

No.	Scale	Measure
01	Yes/No	UMT or chaplain section performed unit analysis to determine the current religious, moral, and ethical climates within the unit and the area of operations.
02	Yes/No	UMT or chaplain section performed mission analysis to determine the impact on the religious, moral, and ethical climates within the unit and the area of operations.
03	Yes/No	UMT or chaplain section performed a religious area analysis to determine the impact of religion on the unit's mission.
04	Yes/No	UMT or chaplain section completed a running estimate to contribute to the commander's decision making process and situational understanding.
05	Yes/No	UMT or chaplain section participated in relevant working groups as a sitting member.
06	Time	To prepare a running estimate, religious area analysis, and religious impact assessment.
07	Time	To complete a religious profile preference.
08	Time	To advise the commander on detainees and dislocated civilians.
09	Time	To advise the commander on issues concerning subordinate UMTs.

ART 4.2.4.4 Plan Religious Support

4-143. The unit ministry team or chaplain section plans religious support by actively participating in the operations process to effectively deliver religious support to Soldiers, families, and authorized civilians. The chaplain is responsible for planning religious support operations within the command that support the operational mission and coordinating the support necessary for mission success across the range of military operations. (FM 1-05) (USACHCS)

No.	Scale	Measure
01	Yes/No	Unit ministry team or chaplain section was integrated into staff planning and mission.
02	Yes/No	Unit ministry team or chaplain section participated in preparing the command budget cycle.
03	Yes/No	Unit ministry team or chaplain section completed mission analysis.
04	Yes/No	Unit ministry team or chaplain section planned religious support to support mission.
05	Time	To plan for resources.
06	Time	To write religious support plan (concept of support).
07	Time	To collaborate with staff elements.

ART 4.2.4.5 Provide Religious Education

4-144. The unit ministry team or chaplain section provides, performs, and integrates religious education and faith sustaining activities to meet the military religious support needs of Soldiers. The unit ministry team or chaplain section enables religious education and religious formation through classes, studies, groups, meetings, and discussion groups and by providing religious educational material and curriculum. (FM 1-05) (USACHCS)

No.	Scale	Measure
01	Yes/No	Unit ministry team or chaplain section conducted the military decisionmaking process to determine religious educational needs and faith specific requirements.
02	Yes/No	Religious educational programs supported the mission readiness of the unit.
03	Yes/No	Religious educational materials were appropriate for the faith specific and educational program.
04	Time	To assess the effectiveness of the religious educational program on mission readiness.
05	Time	To plan and identify the resource requirements to support religious educational program.
06	Number	Of personnel who attended religious educational programs.
07	Number	Of hours per week spent holding and supervising religious educational programs.

ART 4.2.4.6 Provide Religious Management and Administrative Support

4-145. Unit ministry teams manage and administer chaplaincy personnel, facilities, equipment, materiel, funds, and logistics. (FM 1-05) (USACHCS)

No.	Scale	Measure
01	Yes/No	Unit ministry team or chaplain section managed personnel.
02	Yes/No	Unit ministry team or chaplain section updated table of organization requirements.
03	Yes/No	Unit ministry team maintained hand receipts for all facilities and equipment.
04	Time	To conduct personnel management.
05	Time	To conduct internal management and administrative activities.

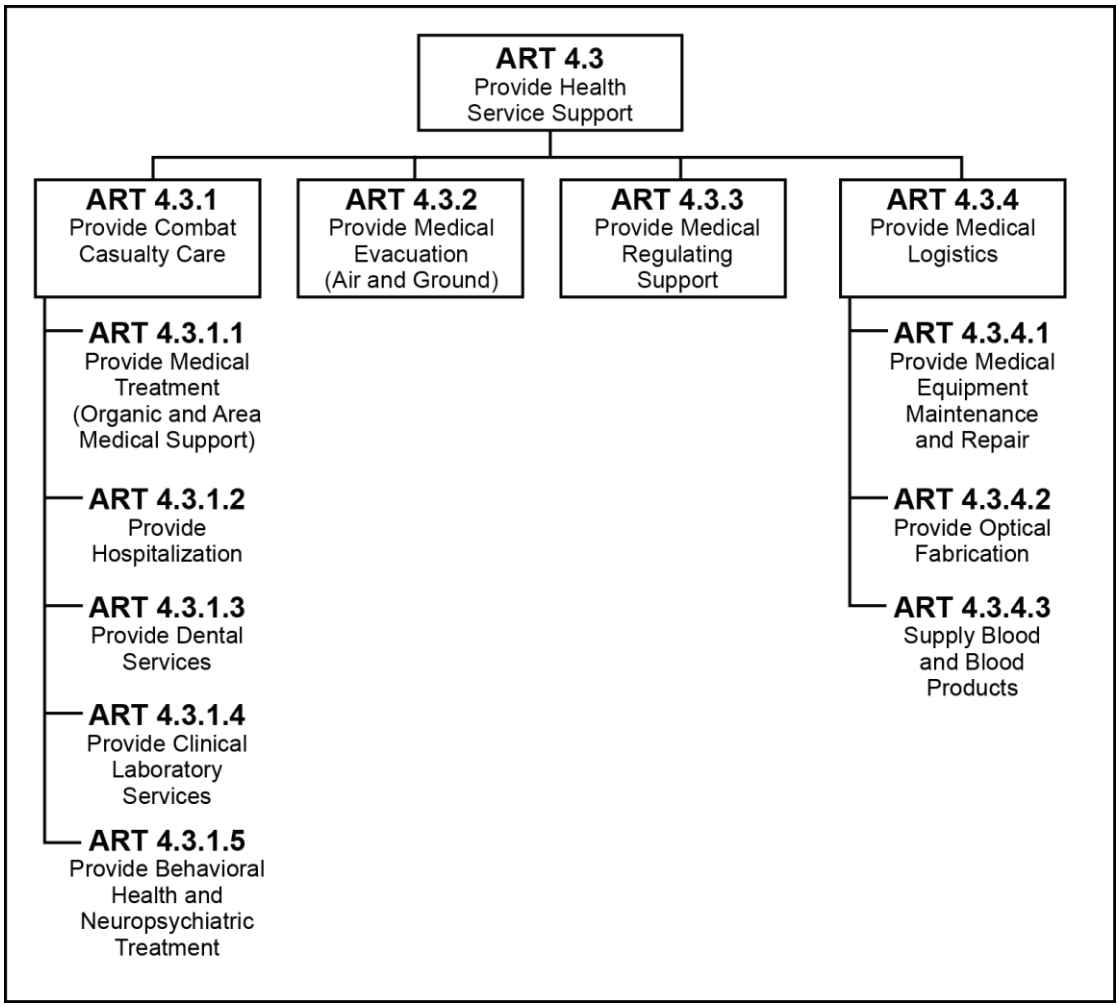
ART 4.2.5 PROVIDE BAND SUPPORT

4-146. Units provide music for all operations to instill in Soldiers the will to fight and win, foster the support of Americans, and promote national interests at home and abroad. (ATP 1-19) (USASOM)

No.	Scale	Measure
01	Yes/No	Band support contributed to mission accomplishment.
02	Time	To rehearse the music required for the mission.
03	Time	To rehearse drill and ceremony required for the mission.
04	Time	To coordinate the performance of a mission.

No.	Scale	Measure
05	Time	To arrange logistic and administrative support for the band.
06	Time	To obtain recommendations and legal advice from the staff judge advocate.
07	Percent	Of authorized personnel required to perform the specific mission.
08	Percent	Of authorized musical equipment on hand and operational.

SECTION III – ART 4.3: PROVIDE HEALTH SERVICE SUPPORT



4-147. The Army Health System is a component of the Military Health System responsible for operational management of the health service support and force health protection missions. The Army Health System includes all mission support services performed, provided, and arranged by the Army Medical Department to support health service support and force health protection mission requirements for the Army. The health service support mission promotes, improves, conserves, or restores the mental and physical wellbeing of Soldiers and, as directed, other personnel and consists of three elements: casualty care, medical evacuation, and medical logistics. Casualty care encompasses the treatment aspects of organic and area medical support; hospitalization (to include treatment of chemical, biological, radiological, and nuclear patients); dental treatment; behavioral health and neuropsychiatric treatment; clinical laboratory services; medical evacuation (to include en route care and medical regulating); and medical logistics (to include blood and blood products). (FM 4-02) (USAMEDDC&S)

Note: Health service support relates closely to force health protection. The health service support mission is part of the sustainment warfighting function while force health protection is addressed as part of the protection warfighting function under ART 6.7 (Provide Force Health Protection).

ART 4.3.1 PROVIDE COMBAT CASUALTY CARE

4-148. Casualty care encompasses a number of Army Medical Department functions. It groups organic and area medical support, hospitalization, the treatment aspects of dental care, clinical laboratory services, and behavioral health and neuropsychiatry, and the treatment of chemical, biological, radiological, and nuclear patients. (FM 4-02) (USAMEDDC&S)

Note: The preventive aspects of dentistry and combat and operational stress control are addressed under ART 6.7 (Provide Force Health Protection).

No.	*Scale*	*Measure*
01	Yes/No	Comprehensive casualty care provided in the area of operations conserved the fighting strength.
02	Yes/No	Combat medics were proficient in clinical skills.
03	Yes/No	Electronic medical data capabilities were available at current role of medical care.
04	Percent	Of units supported with organic health service support resources.
05	Percent	Of units supported requiring medical support on an area basis.
06	Percent	Of difference between planned hospital resources and actual requirements in the area of operations.
07	Percent	Of supported forces that required behavioral health and neuropsychiatric treatment.
08	Percent	Of supported forces that required dental treatment.
09	Percent	Of patients that required clinical laboratory support.
10	Percent	Of patients that required treatment for injuries related to chemical, biological, radiological, and nuclear hazards.
11	Percent	Of patients screened and referred for further medical evaluation or treatment for suspect mild traumatic brain injury or concussion.
12	Percent	Of patient encounters initially recorded in a standardized electronic application.
13	Percent	Of backlog in entering medical information recorded on paper documents into a standardized electronic application once a digital or electronic capability was available.
14	Number	Of units synchronized with the health service support plan.

ART 4.3.1.1 PROVIDE MEDICAL TREATMENT (ORGANIC AND AREA MEDICAL SUPPORT)

4-149. Units provide medical treatment (organic and area medical support) for all units in the area of operations (AO). Units examine and stabilize patients. They evaluate wounded and disease and nonbattle injuries. Units examine the general medical status to determine treatment and medical evacuation precedence. Units document patient encounters either digitally (preferred method) or on paper (when digital means are not available). (FM 4-02) (USAMEDDC&S)

No.	*Scale*	*Measure*
01	Yes/No	Area medical support and treatment met the unit's health services needs.
02	Yes/No	Organic medical support and treatment met unit's health services needs.
03	Yes/No	Electronic medical data capability was available at current role of medical care.
04	Time	To refine medical treatment (organic and area medical support) program for AO after receipt of warning order.
05	Time	To publish estimates of medical sustainment and anticipated resupply.

No.	Scale	Measure
06	Time	To expand medical treatment facilities to full capacity and full functionality.
07	Time	To deploy required additional medical specialists after AO was assigned.
08	Percent	Of difference between planned and actual medical treatment (organic and area medical support) requirements in AO.
09	Percent	Of planned capacity of medical treatment (organic and area medical support) support performed in AO.
10	Percent	Of patient encounters recorded in individual health or electronic medical record.
11	Percent	Of personnel treated who were from other Services.
12	Percent	Of personnel treated who were from multinational or host-nation forces.
13	Percent	Of total of medically treated persons who were enemy prisoners of war and detained or retained personnel.
14	Percent	Of total casualties treated per day in AO who were noncombatants.
15	Percent	Of total casualties per time treated in AO who returned to duty.
16	Percent	Of total casualties per time treated in AO who were evacuated per the stated theater evacuation policy.
17	Percent	Of personnel in AO who had access to optometry services.
18	Percent	Of persons treated who were host-nation or internally dislocated civilians.
19	Percent	Of personnel treated who were Department of the Army Civilians or Department of Defense contractors.
20	Percent	Of patient encounters initially recorded in a standardized electronic application.
21	Percent	Of patient encounters initially documented that used paper records (DD Form 1380 [*Tactical Combat Casualty Care {TCCC} Card*] or SF 600 [*Health Record-Chronological Record of Medical Care*]).
22	Percent	Of backlog in entering patient encounters recorded on paper documents into a standardized electronic application once a digital or electronic capability was available.
23	Number	Of patients treated by a forward surgical team.
24	Number	Of patients treated for traumatic brain injury.
25	Number	Of physical therapists available to provide physical therapy support at Roles 1 and 2.

ART 4.3.1.2 PROVIDE HOSPITALIZATION

4-150. Hospitalization resources are medical treatment facilities capable of providing inpatient care and services. Hospitalization continues the medical care provided at Roles 1 and 2 of the Army Health System. It also provides a far forward surgical capability that provides essential care in theater, outpatient services, patient administration services (to include electronic documentation of patient encounters), and ancillary support (pharmacy, clinical laboratory, radiology services, and nutritional care). Within theater, the hospitalization capability includes returning those patients to duty within the limits of the theater evacuation policy. This conserves the fighting strength by returning trained manpower to the tactical commander. It also provides stabilizing care to facilitate the evacuation of those patients who will not recover from their injuries or illnesses within the stated theater evacuation policy to facilities capable of providing required care. Theater hospitals may be augmented with hospital augmentation teams to provide specific specialty care. (ATP 4-02.5) (USAMEDDC&S)

No.	Scale	Measure
01	Yes/No	Number of beds and services available in the area of operations (AO) was equal to or greater than the peak demand for these services.
02	Yes/No	Electronic medical data capability was available at current role of medical care.
03	Time	To refine hospital operations program for AO after receipt of warning order.
04	Time	To reach full functionality after arrival in the AO.
05	Percent	Of difference between planned and actual hospitalization requirements in AO.

No.	Scale	Measure
06	Percent	Of difference between hospitalization capacity realized and planned hospitalization capacity.
07	Percent	Of casualties per day in AO that required hospitalization.
08	Percent	Of hospital beds in AO utilized per month.
09	Percent	Of hospitalized patients who required further medical care outside the AO or in the continental United States.
10	Percent	Of patients who required to duty from the hospital within the theater evacuation policy.
11	Percent	Of patients who required radiology services.
12	Percent	Of patients who required routine pharmacy support.
13	Percent	Of patients who required specialized formulary pharmacy support.
14	Percent	Of patients who required surgical care.
15	Percent	Of patients who required inpatient medical care.
16	Percent	Of patients who required renal hemodialysis (when augmented).
17	Percent	Of patients who required support from special care team (when augmented to provide support to stability and defense support of civil authorities tasks).
18	Percent	Of hospital minimal care patients who exceeded organic minimal care capabilities (minimal care capability augmentation required).
19	Percent	Of patients who required head and neck surgical support (when augmented).
20	Percent	Of patients who required infectious disease investigative and consultation services (when augmented).
21	Percent	Of patients who required enhanced anatomic pathology, chemistry, and microbiology support (when augmented).
22	Percent	Of difference between actual and planned nutrition care support requirements in AO .
23	Percent	Of total medically treated persons who were enemy prisoners of war and detained and retained personnel.
24	Percent	Of patients treated for mild traumatic brain injury.
25	Percent	Of patient encounters recorded in individual health and electronic medical records.
26	Percent	Of patients treated by a forward surgical team.
27	Percent	Of personnel treated from other Services.
28	Percent	Of multinational or host-nation forces treated.
29	Percent	Of Department of the Army Civilians and Department of Defense contractors treated.
30	Percent	Of host-nation or internally dislocated civilians treated.
31	Percent	Of patient encounters initially recorded in a standardized electronic application.
32	Percent	Of backlog in entering patient encounters recorded on paper documents into a standardized electronic application once a digital or electronic capability was available.
33	Percent	Of outpatient visits completed in a month.
34	Number	Of casualties per day in AO who required hospitalization.
35	Number	Of patients who required special diets.
36	Number	Of supported units or personnel provided training in the Army health promotion program.
37	Number	Of cases who required telemedicine support (when augmented).

ART 4.3.1.3 PROVIDE DENTAL SERVICES

4-151. Units prevent and treat dental disease and injury. ART 4.3.1.3 includes providing operational dental care, which consists of emergency dental care, essential dental care, and comprehensive care that normally is performed only in fixed facilities in the continental United States or in at least a Role 3 facility.

It also includes the digital capture and electronic interchange of operational dental treatment performed. (ATP 4-02.5) (USAMEDDC&S)

No.	*Scale*	*Measure*
01	Yes/No	Nonavailability of unit personnel because of dental problems did not degrade, delay, or disrupt unit operations.
02	Yes/No	Electronic dental record capability was available at current role of medical care.
03	Time	To refine dental service support program for area of operations (AO) after receipt of warning order.
04	Time	To establish comprehensive dental plan after AO was assigned.
05	Time	In advance required to schedule routine dental appointments in AO, if available.
06	Percent	Of difference between planned and actual dental service support requirements in AO.
07	Percent	Of planned dental support performed in AO.
08	Percent	Of personnel in AO rated as Class I or Class II dental.
09	Percent	Of personnel in AO rated as Class III or Class IV dental.
10	Percent	Of personnel in AO with no dental rating.
11	Percent	Of units with effective dental health care programs in AO.
12	Percent	Of dental capacity in use per day in AO.
13	Percent	Of dental patients who required evacuation to Role 3 dental care facilities.
14	Percent	Of dental patients who required evacuation out of theater.
15	Percent	Of dental patients who required oral or maxillofacial surgery.
16	Percent	Of dental patients who required comprehensive dental care who could be provided this support within theater.
17	Percent	Of personnel treated who were from other Services.
18	Percent	Of personnel treated who were from multinational or host-nation forces.
19	Percent	Of enemy prisoners of war or detainees who required dental treatment.
20	Percent	Of personnel treated who were Department of the Army Civilians and Department of Defense contractors.
21	Percent	Of persons treated who were host-nation or internally dislocated civilians.
22	Percent	Of dental encounters initially recorded in a standardized electronic application.
23	Percent	Of dental encounters initially documented using paper records (DD Form 1380 [*Tactical Combat Casualty Care {TCCC} Card*], SF 600 [*Health Record-Chronological Record of Medical Care*] from Role 1 facilities, or SF 603 [*Health Record—Dental*] from Role 2 facilities).
24	Percent	Of backlog in entering paper medical information into a standardized electronic application once received at the first role of care with a digital or electronic dental record capability.
25	Number	Of emergency dental cases per quarter in AO.

ART 4.3.1.4 Provide Clinical Laboratory Services

4-152. Units perform clinical laboratory diagnostic procedures in support of medical treatment activities. Units document laboratory test results in the patients' individual health record. (ATP 4-02.5) (USAMEDDC&S)

No.	*Scale*	*Measure*
01	Yes/No	Unit operations were not degraded, delayed, or disrupted nor was the health of unit personnel endangered by the nonavailability of clinical diagnostic laboratory services.
02	Yes/No	Electronic medical data capability was available at current role of medical care.
03	Time	To refine clinical diagnostic laboratory service plans for area of operations (AO) after receipt of warning order.

No.	Scale	Measure
04	Time	To establish required clinical diagnostic laboratory services plan after AO was assigned.
05	Time	Of turnaround for clinical diagnostic laboratory testing results.
06	Percent	Of difference between planned and actual clinical diagnostic laboratory requirements of the AO.
07	Percent	Of planned clinical diagnostic laboratory support performed in the AO.
08	Percent	Of required laboratory functionality in place and fully functional at upon arrival in AO.
09	Percent	Of laboratory capacity in use per day in AO.
10	Percent	Of laboratory procedures initially reported using the standardized electronic application.
11	Percent	Of laboratory procedures initially reported on paper documentation.
12	Percent	Of backlog in entering paper medical information into a standardized electronic application once received at the first role of care with a digital or electronic capability.
13	Number	Of clinical laboratory procedures performed in the AO per month.

ART 4.3.1.5 PROVIDE BEHAVIORAL HEALTH AND NEUROPSYCHIATRIC TREATMENT

4-153. Units provide medical treatment for behavioral health and neuropsychiatric medical conditions. Units document patient encounters either digitally (preferred method) or on paper (when digital means are not available). (ATP 4-02.5) (USAMEDDC&S)

No.	Scale	Measure
01	Yes/No	Absence of unit personnel due to behavioral health and neuropsychiatric treatment in a medical treatment facility did not degrade, delay, or disrupt unit operations.
02	Yes/No	Electronic medical data capability was available at current role of medical care.
03	Time	To refine behavioral health and neuropsychiatric treatment program for area of operations (AO) after receipt of warning order.
04	Time	To establish comprehensive behavioral health and neuropsychiatric treatment plan after AO was assigned.
05	Percent	Of difference between planned and actual behavioral health and neuropsychiatric treatment requirements in the AO.
06	Percent	Of psychiatric support completed in the AO versus planned psychiatric support.
07	Percent	Of personnel who required psychiatrists upon arrival in the AO.
08	Percent	Of personnel who required other behavioral health and neuropsychiatric treatment upon arrival in the AO.
09	Percent	Of personnel in AO who required behavioral health and neuropsychiatric treatment per quarter.
10	Percent	Of behavioral health and neuropsychiatric patients returned to duty in the AO.
11	Percent	Of personnel treated who were from other Services.
12	Percent	Of personnel treated who were from multinational or host-nation forces.
13	Percent	Of total of medically treated persons who were enemy prisoners of war and detained and retained personnel.
14	Percent	Of personnel treated who were Department of the Army Civilians and Department of Defense contractors.
15	Percent	Of persons treated who were host-nation or internally dislocated civilians.
16	Percent	Of patient encounters initially recorded in a standardized electronic application.
17	Percent	Of patient encounters initially recorded on paper record (DD Form 1380 [*Tactical Combat Casualty Care {TCCC} Card*], or SF 600 [*Health Record-Chronological Record of Medical Care*] from Role 1 facilities).

No.	Scale	Measure
18	Percent	Of backlog in entering paper medical information into a standardized electronic application once received at the first role of care with a digital or electronic capability.
19	Number	Of behavioral health and neuropsychiatric patients who required medical evacuation from the AO.
20	Number	Of available occupational therapists.

ART 4.3.2 PROVIDE MEDICAL EVACUATION (AIR AND GROUND)

4-154. Units provide direct and area air and ground medical evacuation support to as well as evacuate sick, injured, or wounded personnel (United States, joint, interagency, intergovernmental, and multinational forces; enemy prisoners of war; detained or retained personnel; and when authorized civilian personnel). Units evacuate from the point of injury or wounding, casualty collection points, battalion aid stations, ambulance exchange points, or any other designated points where casualties have been located to be evacuated to a higher role medical treatment facility (MTF) in the area of operations (AO). Units provide medical care en route (including critical care) while transporting patients to, between, and from treatment facilities in the AO and document care provided en route. Units provide transport of patients from MTF to ports of debarkation for evacuation out of theater. Units support personnel recovery operations. Units provide emergency pickup, transport, and delivery of medical equipment, medications, blood products, Class VIII supplies, medical personnel, and search and rescue or injured military working dogs to, between, and from MTFs in the AO as required. (ATP 4-02.2) (USAMEDDC&S)

Note: Units must conduct all pickup, transport, and delivery support missions promptly and efficiently to conserve the fighting force and prevent the loss, damage, or spoilage of medical equipment, medications, blood products, and Class VIII supplies.

No.	Scale	Measure
01	Yes/No	Unit medically evacuated wounded, sick, and injured personnel to, between, and from MTFs without their medical condition declining due to the mode of evacuation.
02	Yes/No	Unit executed a property exchange (for litters, blankets, litter straps, and patient movement items) to prevent degraded, delayed, or disrupted medical evacuation operations.
03	Yes/No	The evacuation platform had the capability to digitally record and transmit en route patient care information prior to arrival at the next role of care.
04	Time	To refine response times for medical evacuation, emergency pickup, transport, and delivery missions in the AO after receipt of a warning order.
05	Percent	Of difference between planned and actual requirements for medical evacuation, emergency pickup, transport, and delivery missions in the AO.
06	Percent	Of planned support capacity of medical evacuations, emergency pickup, transport, and delivery missions in the AO.
07	Percent	Of wounded, sick, and injured personnel who required patient movement items.
08	Percent	Of wounded, sick, and injured personnel who required property exchange.
09	Percent	Of en route care initially documented using the designated electronic application.
10	Percent	Of en route care documentation electronically available to next role of care.
11	Percent	Of patient encounters initially recorded on paper record (DD Form 1380 [*Tactical Combat Casualty Care {TCCC} Card*] or SF 600 [*Health Record-Chronological Record of Medical Care*] from Role 1 facilities).
12	Percent	Of backlog in entering paper medical information into a standardized electronic application once received at the first role of care with a digital or electronic capability.
13	Number	Of wounded, sick, and injured personnel per day in AO evacuated from battlefield by evacuation precedence: URGENT, URGENT-SURG, PRIORITY, ROUTINE, AND CONVENIENCE.

No.	Scale	Measure
14	Number	Of wounded, sick, and injured personnel evacuated per day from the AO.
15	Number	Of wounded, sick, and injured personnel evacuated to MTFs by nonstandard evacuation platforms in the AO.
16	Number	Of wounded, sick, and injured military working dogs who required evacuation.

ART 4.3.3 PROVIDE MEDICAL REGULATING SUPPORT

4-155. Medical regulating entails identifying the patients awaiting evacuation, locating the available hospital beds, and coordinating the transportation means for movement. The formal medical regulating system begins at Role 3 hospitals. (ATP 4-02.2) (USAMEDDC&S)

No.	Scale	Measure
01	Yes/No	Unit regulated the evacuation of wounded, sick, and injured personnel to appropriate medical treatment facilities.
02	Yes/No	Unit required patient movement items available when and where needed.
03	Yes/No	Lack of patient movement items degraded, delayed, or disrupted medical treatments.
04	Percent	Of patients who required medical regulating in the area of operations (AO).
05	Percent	Of patients who required medical regulating out of the AO.
06	Percent	Of patients requ who required iring patient movement items.
07	Number	Of medical regulating requests coordinated through the joint patient movement requirements center, theater patient movement requirements center, or global patient movement requirements center.
08	Number	Of patients hospitalized in AO that exceeded the theater evacuation policy.
09	Number	Of neuropsychiatric patients who required evacuation.

ART 4.3.4 PROVIDE MEDICAL LOGISTICS

4-156. Units provide Class VIII medical materiel, medical equipment maintenance and repair, production of medical gases, medical contracting support, health facilities planning and management, and blood management for all United States forces. When serving as the area of operations (AO) single integrated medical logistics manager and theater lead agent for medical materiel, supply of medical materiel will be extended to other Services. (FM 4-02.1) (USAMEDDC&S)

Note: This task is related to ART 4.1.3.8 (Provide Medical Materiel and Repair Parts [Class VIII]).

No.	Scale	Measure
01	Yes/No	Medical logistics and blood management in the AO did not degrade, delay, or disrupt unit operations and medical treatment of wounded, injured, and sick Soldiers.
02	Yes/No	Distribution system got the right supplies to the right unit at the right time.
03	Yes/No	Unit maintained in-transit visibility of distribution systems and assets flowing through the system.
04	Time	To refine medical logistics operations for AO after receipt of warning order.
05	Time	To transship Class VIII supplies and medical equipment after AO was assigned.
06	Time	To provide emergency shipment of Class VIII materiel within AO.
07	Time	To transship Class VIII supplies and medical equipment upon arrival in the AO.
08	Time	To set up medical supply transportation modes within theater.
09	Percent	Of planned medical logistics capacity completed in AO.
10	Percent	Of difference between planned and actual medical logistics operations requirements in AO.

No.	Scale	Measure
11	Percent	Of planned Class VIII materiel support delivered in AO.
12	Percent	Of Class VIII supplies that required replenishment per month.
13	Percent	Of required items of supply transiting the distribution system.
14	Percent	Of unit operations delayed, degraded, or modified due to lack of medical supplies, equipment, repair parts, or blood.
15	Percent	Of necessary or required Class VIII resources (meeting regulatory requirements) obtained from host-nation or other agencies.
16	Percent	Of blood products in the system required to be disposed of in accordance with environmental considerations.
17	Number	Of instances that medical capabilities were unavailable due to shortage or lack of Class VIII supplies.

ART 4.3.4.1 Provide Medical Equipment Maintenance and Repair

4-157. Units provide medical equipment maintenance and repair of deployed medical equipment. (FM 4-02.1) (USAMEDDC&S)

No.	Scale	Measure
01	Yes/No	Nonavailability of medical equipment did not degrade, delay, or disrupt unit operations and medical treatment of wounded, injured, and sick Soldiers.
02	Time	To provide emergency repair of medical equipment in area of operations (AO).
03	Time	To refine medical equipment maintenance and repair operations program for AO after receipt of warning order.
04	Percent	Of difference between planned and actual medical equipment maintenance and repair operations requirements in AO.
05	Number	Of medical equipment (each type) with remote prognosis or diagnostics capability in the AO.
06	Number	Of repairs completed using remote prognostics or diagnostics in AO.
07	Number	Of medical equipment (each type) in AO with original equipment manufacturer training required.
08	Number	Of medical equipment that required repair per month.
09	Number	Of instances when medical capability was unavailable due to inability to repair medical equipment in AO.
10	Number	Of incidents involving medical equipment suspected of malfunctioning and causing further injury or death of a Soldier in the AO.
11	Number	Of incidents involving medical equipment that actually caused further injury or death of a Soldier in the AO.
12	Number	Of repairs with remote prognostic or diagnostic capability that could not be remedied in the AO.

ART 4.3.4.2 Provide Optical Fabrication

4-158. Units provide manufacturing of single and multivision lens, protective mask inserts, and eyewear repair. (FM 4-02.1) (USAMEDDC&S)

No.	Scale	Measure
01	Yes/No	Nonavailability of single and multivision lens and eyewear for unit personnel did not degrade, delay, or disrupt unit operations.
02	Time	To refine optical fabrication and repair operations program for area of operations (AO) after receipt of warning order.
03	Time	To transship optometry equipment after AO was assigned.
04	Time	Required in advance to schedule optometry appointment in AO.

No.	Scale	Measure
05	Percent	Of difference between planned and actual optical fabrication and repair requirements in AO.
06	Percent	Of planned optometry support performed in AO.
07	Percent	Of personnel in AO who required optometry facilities.
08	Number	Of optical devices in AO per quarter.

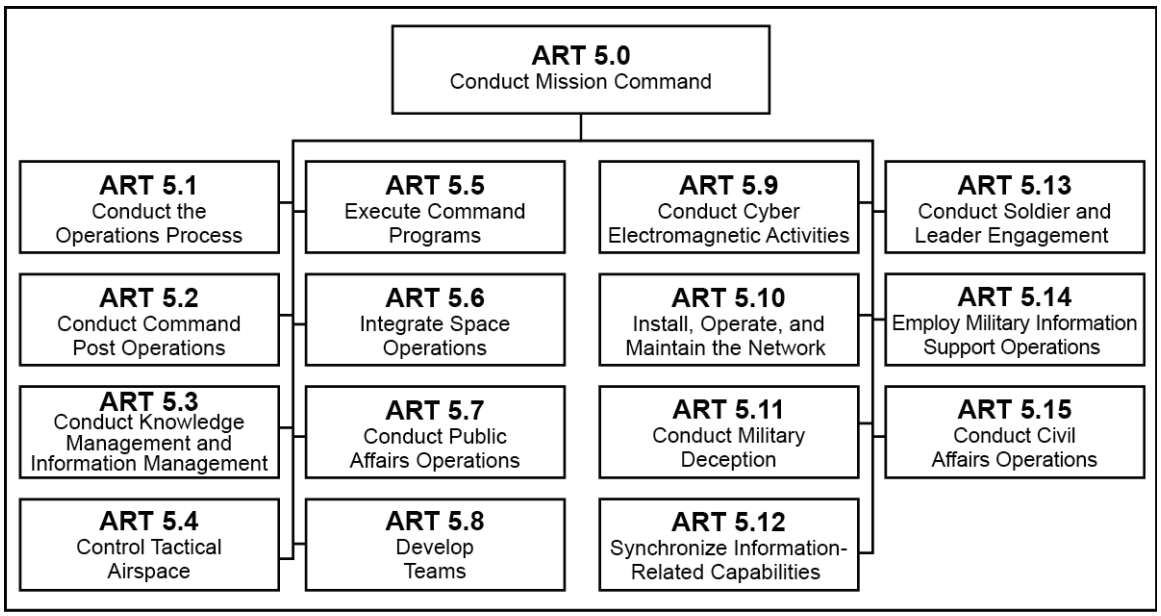
ART 4.3.4.3 SUPPLY BLOOD AND BLOOD PRODUCTS

4-159. Units supply whole blood and blood products, such as packed red blood cells, with varying blood groups and types. (FM 4-02.1) (USAMEDDC&S)

No.	Scale	Measure
01	Yes/No	Nonavailability of blood and blood products did not degrade, delay, or disrupt medical treatment of wounded, injured, and sick Soldiers.
02	Time	To refine blood management program for area of operations (AO) after receipt of warning order.
03	Time	To establish system for collection, storage, and distribution of blood products in AO.
04	Time	To establish collection, storage, and distribution of blood products in the AO.
05	Time	To initially coordinate blood requirements and distribution of blood and blood products with medical treatment facilities in the AO and with the joint blood program office.
06	Percent	Of difference between planned and actual blood management requirements in AO.
07	Percent	Of planned blood and blood products support attained in AO.
08	Percent	Of personnel in AO requiring blood or blood products per quarter.
09	Percent	Of required blood and blood products on hand in AO.
10	Percent	Of blood products in AO required to be disposed of in accordance with applicable environmental regulations.
11	Percent	Of planned blood management capacity produced in the AO.
12	Percent	Of daily blood reports submitted to the joint blood program office within the prescribed time.
13	Number	Of units of required blood products per initial admission maintained in AO.

Chapter 5

ART 5.0: Conduct Mission Command

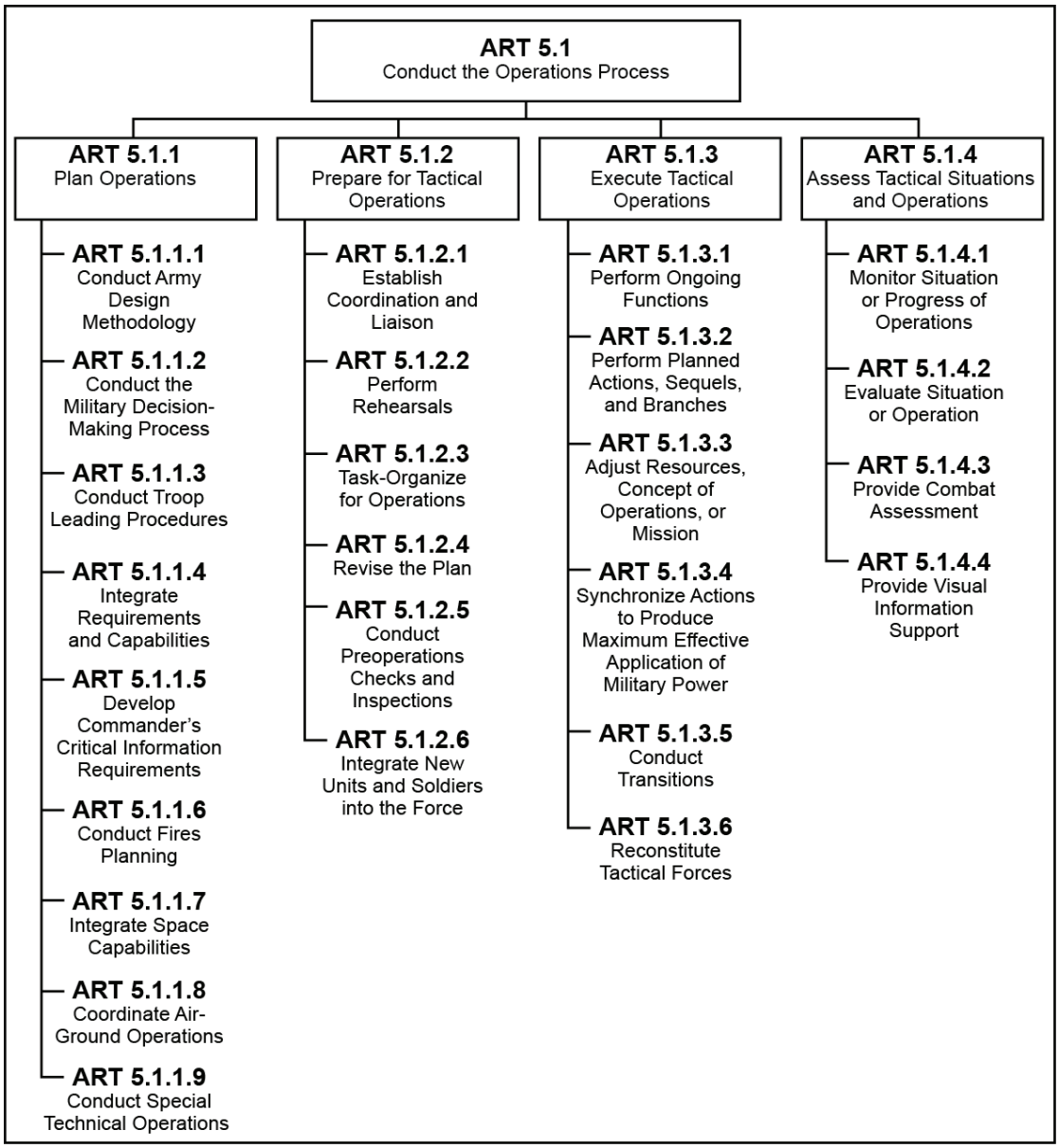


Mission command is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations. Mission command helps commanders capitalize on the human ability to take action to develop the situation and integrate military operations to achieve the commander's intent and desired end state. (ADP 6-0) (USACAC)

The *mission command warfighting function* is the related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions (ADRP 3-0). The four primary staff tasks are:

- Conduct the operations process: plan, prepare, execute, and assess.
- Conduct knowledge management and information management.
- Synchronize information-related capabilities.
- Conduct cyber electromagnetic activities.

SECTION I – ART 5.1: CONDUCT THE OPERATIONS PROCESS



5-1. The Army's framework for exercising mission command is the operations process. The *operations process* is the major mission command activities performed during operations: planning, preparing, executing, and continously assessing the operation. The commander drives the operations process through understanding, visualizing, describing, directing, leading, and assessing operations. Commanders, supported by their staffs, use the operations process to drive the conceptual and detailed planning necessary to understand, visualize, and describe their operational environment; make and articulate decisions; and direct, lead, and assess military operations. (ADP 5-0) (USACAC)

ART 5.1.1 PLAN OPERATIONS

5-2. *Planning* is the art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing that future about. Planning helps commanders create and communicate a common vision between commanders, their staffs, subordinate commanders, and unified action partners.

Planning results in a plan and orders that synchronize the action of forces in time, space, and purpose to achieve objectives and accomplish missions. (ADP 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Tactical planning produced a commander's decision, communicated an effective methodology, and facilitated mission accomplishment.
02	Yes/No	Subordinate unit staffs were able to understand the order produced by the military decisionmaking process.
03	Yes/No	Time was available for plan rehearsal and refinement.

ART 5.1.1.1 Conduct Army Design Methodology

5-3. *Army design methodology* is a methodology for applying critical and creative thinking to understand, visualize, and describe unfamiliar problems and approaches to solving them. The Army design methodology is particularly useful as an aid to conceptual planning but must be integrated with the detailed planning typically associated with the military decisionmaking process to produce executable plans. (ADP 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	The staff framed an operational environment, framed a problem, and developed an operational approach to solve the problem.
02	Yes/No	The staff developed an improved understanding of an operational environment, a problem statement, an initial commander's intent, and an operational approach that served as the links between conceptual and detailed planning.
03	Yes/No	The understanding developed through Army design methodology continued through preparation and execution in the form of continuous assessment.

ART 5.1.1.1.1 Frame an Operational Environment

5-4. The staff describes the problem and develops the context for an operational approach by framing an operational environment. (ADRP 5-0) (USACAC)

Note: This framing facilitates hypothesizing, or modeling, that focuses on the part of an operational environment under consideration. Framing provides a perspective from which commanders can understand and act on a problem.

No.	Scale	Measure
01	Yes/No	The staff established context for describing the problem and developing an operational approach by framing an operational environment.
02	Yes/No	Framing an operational environment facilitated hypothesizing, or modeling, that focused on the part of an operational environment under consideration.
03	Yes/No	The staff focused on defining, analyzing, and synthesizing the characteristics of the operational and mission variables.
04	Yes/No	An operational environmental frame consisted of two parts—the current state of an operational environment and the desired end state of an operational environment.

ART 5.1.1.1.2 Frame the Problem

5-5. The problem is an issue or obstacle that makes it difficult to achieve a desired goal or objective. A problem exists when there is a significant difference between what actually is and what is desired. An operational problem is the issue or set of issues which impedes the achievement of the desired end state. (ADRP 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Framing the problem isolated the root causes of conflict.
02	Yes/No	The staff examined the symptoms, the underlying tensions, and root causes of conflict.
03	Yes/No	The staff identified the fundamental problem with greater clarity and considered more accurately how to solve it.
04	Yes/No	The staff developed a problem statement—a concise statement of the issue or issues requiring resolution.

ART 5.1.1.1.3 Develop an Operational Approach

5-6. The planning team uses the elements of operational art to help think through an operational environment and then visualizes and describes the operational approach. As the planning team considers various approaches, it evaluates the types of defeat or stability mechanisms that may lead to conditions that define the desired end state. Thus, the operational approach enables commanders to begin visualizing and describing possible combinations of actions to reach the desired end state, given the tensions identified in an operational environment and problem frames. The staff uses operational approaches to develop courses of action during detailed planning. (ADRP 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	The staff considered operational approaches to solve the problem.
02	Yes/No	The operational approach served as the main idea to inform detailed planning and guide the force through preparation and execution.
03	Yes/No	The staff depicted the operational approach by using lines of effort to articulate the links graphically among tasks, objectives, conditions, and the desired end state.
04	Yes/No	The staff developed narratives to accompany lines of effort to ensure subordinate commanders and Soldiers understood the operational approach.

ART 5.1.1.1.4 Document Results

5-7. Commanders and staffs document results of the Army design methodology to inform more detailed planning. Key outputs of the Army design methodology conveyed in text and graphics include the problem statement, initial commander's intent, and planning guidance, to include an operational approach. (ADRP 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	The problem statement generated during problem framing communicated the commander's understanding of the problem or problem set upon which the organization will act.
02	Yes/No	The operational approach organized combinations of potential actions in time, space, and purpose to guide the force to the desired end state.
03	Yes/No	Planning guidance oriented the focus of operations, linking desired conditions to potential combinations of actions the force may employ to achieve the desired end state.
04	Yes/No	The initial commander's intent described the purpose of the operation, initial key tasks, and the desired end state.

ART 5.1.1.1.5 Reframe the Problem

5-8. Reframing is the activity of revisiting earlier design hypotheses, conclusions, and decisions that underpin the current operational approach. In essence, reframing reviews what the commander and staff believe they understand about an operational environment, the problem, and the desired end state. (ADRP 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	The staff recognized and anticipated change during execution.
02	Yes/No	Reframing provided the freedom to operate beyond the limits of any single perspective.

ART 5.1.1.2 Conduct the Military Decisionmaking Process

5-9. Units employ the logic and techniques of an iterative planning methodology—the military decisionmaking process (MDMP)—to understand the situation, determine the restated mission, and develop courses of action (COAs) to accomplish the mission. Units recommend the most effective COA. Units prepare orders and plans to communicate the selected COA, commander's intent, and decisions to subordinates and coalition forces, focusing on the expected results. (ADP 5-0) (USACAC)

Note: See ADRP 5-0 for a complete discussion of the MDMP.

No.	*Scale*	*Measure*
01	Yes/No	A prescribed analytic process produced an effective decision and order to guide execution.
02	Yes/No	Unit met milestone criteria for plan development.
03	Yes/No	Unit had and followed planning and procedures for environmental considerations.
04	Percent	Of completed planning documents passed to subordinates to allow parallel planning.
05	Percent	Of troop leading procedures or the MDMP completed correctly.

ART 5.1.1.2.1 Receive the Mission

5-10. This ART covers how units are given a mission by higher headquarters or deduce a need for a change in the current mission. This task involves preparing for mission analysis, to include collecting materials for analysis, receiving the commander's preliminary guidance, determining requirements and time available, and sending warning orders to subordinates. (FM 6-0) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Staff collected materials for analysis.
02	Yes/No	Commander provided adequate initial guidance.
03	Time	After receipt of mission to issue initial planning guidance.
04	Time	To alert staff of receipt of new mission.
05	Time	To issue warning order.

ART 5.1.1.2.2 Perform Mission Analysis

5-11. Units analyze the received mission to define the tactical problem and begin to determine solutions through the identification of specified and implied tasks. This ART results in a restated mission, the commander's guidance, commander's intent, initial commander's critical information requirements, planned use of available time, and a warning order. (FM 6-0) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Unit developed mission analysis briefing for presentation to the commander.
02	Yes/No	Unit developed and approved restated mission, commander's guidance, commander's intent, commander's critical information requirements, use of available time, and warning order.
03	Yes/No	Unit developed reconnaissance and surveillance plan, initial themes and messages, a proposed problem statement, and the course of action evaluation criteria.
04	Yes/No	Mission statement included who, what, when, where, and why of the mission.
05	Yes/No	Unit performed time or distance analysis.
06	Yes/No	Unit developed assumptions to replace missing or unknown facts necessary for continued planning.
07	Yes/No	Commander issued planning guidance to staff and subordinate commands.
08	Yes/No	Staffs developed and maintained running estimate pertaining to their areas of expertise.

No.	Scale	Measure
09	Yes/No	Unit issued a warning order.
10	Time	To initiate preliminary movement.
11	Time	To update operational timeline.
12	Percent	Of critical information and running estimates reviewed before mission analysis.
13	Percent	Of major topics within the intelligence preparation of the battlefield for which assessments were completed.
14	Percent	Of assumptions that proved to be either invalid or unrealistic and significantly affected the operation.
15	Percent	Of constraints identified that affected the operation significantly.
16	Percent	Of specified tasks derived in mission analysis and carried into planning.
17	Percent	Of implied tasks derived in mission analysis and carried into planning.
18	Percent	Of essential tasks derived in mission analysis and carried into planning.
19	Percent	Of specified and implied tasks identified as essential tasks and included in the mission statement, commander's intent, or concept of operations paragraphs of the operation order.
20	Percent	Of forces identified as required to perform the essential tasks.
21	Percent	Of commander's guidance (coverage of functional responsibilities) completed.
22	Percent	Of planning time used to issue guidance.
23	Percent	Of rules of engagement clearly understood.
24	Percent	Of subordinates accepting commander's intent without requests for clarification.
25	Number	Of amendments issued to planning guidance (due to requests for clarification).
26	Number	Of requests for clarification of planning guidance received from subordinate headquarters.
27	Number	Of misunderstood rules of engagement.
28	Number	Of revisions to commander's intent.

ART 5.1.1.2.3 Develop Courses of Action

5-12. Units develop a course of action (COA) for analysis, evaluation, and selection as the one to accomplish the mission most effectively. This ART includes analyzing relative combat power, generating options, arraying initial forces, developing schemes of maneuver, assigning headquarters, and preparing COA statements and sketches. The commander has the option of directing a specific COA because of time available, staff proficiency, or other reasons. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit developed distinguishable and complete COAs in terms of feasibility, suitability, and acceptability for mission accomplishment if executed.
02	Time	To provide the commander with suitable, feasible, and acceptable COAs after receipt of operation order or warning order.
03	Time	To prepare complete COA statements and sketches.
04	Percent	Of COAs that were completed.
05	Percent	Of nonselected COAs considered for military deception.
06	Percent	Of COAs suitable—solved the problem and were legal and ethical.
07	Percent	Of COAs feasible—fit within available resources.
08	Percent	Of COAs acceptable—worth the cost or risk.
09	Percent	Of COAs distinguishable—differed significantly from other solutions.
10	Percent	Of COAs presented to commander that were suitable, feasible, acceptable, and distinct from one another.
11	Number	Of COAs developed as per commander's guidance.

ART 5.1.1.2.4 Analyze Courses of Action

5-13. Units develop criteria for success and examine each course of action (COA) for its advantages and disadvantages with respect to those criteria. This task normally includes the technique of war gaming as described in FM 6-0. Units visualize each COA objectively; focus intelligence preparation of the battlefield requirements; identify coordination requirements; anticipate critical operational events; determine conditions and resources required for success; and assess suitability, feasibility, acceptability, and operational risk of the COA. (FM 6-0) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Unit identified advantages and disadvantages of COAs, measures of effectiveness, or measures of performance for evaluation.
02	Yes/No	Unit reviewed and revised commander's critical information requirements, as necessary, during the war-gaming process.
03	Yes/No	Unit developed risk management plan for COA analysis.
04	Yes/No	Unit applied evaluation criteria (measures of effectiveness or measures of performance) to the war-gaming analysis.
05	Yes/No	Methods applied during war-gaming analysis included belt, box, or avenue-in-depth.
06	Yes/No	Unit used synchronization matrix or sketch note worksheet during war-gaming analysis.
07	Time	To complete COA analysis (war-gaming).
08	Percent	Of completeness of COAs (war-gaming).
09	Percent	Of conformance of analysis (war-gaming) to doctrine.
10	Percent	Of branches and sequels experienced identified in COAs.
11	Percent	Of capabilities ultimately required identified in COA analysis (war-gaming).
12	Percent	Of COAs analyzed against potential enemy COAs.
13	Number	Of limitations (ultimately identified during execution) identified during analysis.
14	Number	Of criteria of comparison and success identified during COA analysis (war-gaming).
15	Number	Of decision points and critical events identified and applied to commander's critical information requirements during war gaming.

ART 5.1.1.2.5 Compare Courses of Action

5-14. This ART covers how units evaluate courses of action (COAs) independently, against a set evaluation criteria, and against each other to determine the most ethical and effective one for mission accomplishment. Units recommend COAs for selection. This comparison also considers risk, positioning for future operations, flexibility, and subordinate exercise of initiative. (FM 6-0) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Previously selected comparison criteria allowed for definitive comparison of COAs.
02	Yes/No	Unit developed risk management plan used during COA comparison.
03	Percent	Of comparison criteria eliminated before comparison.
04	Percent	Of comparison criteria eventually used, defined, and weighted before comparison began.

ART 5.1.1.2.6 Approve Course of Action

5-15. This ART covers how commanders decide and approve a course of action (COA) that is most advantageous to mission accomplishment and is within the higher commander's intent. Units refine commander's intent and commander's critical information requirement to support selected COAs. Units issue any additional guidance to subordinate commanders and staff. Units prepare and issue warning order. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	COA brief was developed and presented to commander.
02	Yes/No	Commander evaluated COAs, selected a COA, and modified or rejected all presented COAs.
03	Yes/No	Modified COA or new COA created a new war game to consider products derived from that COA.
04	Yes/No	Revised commander's intent adequately addressed key tasks for force as whole, wider purpose; it was expressed in four to five sentences or bullets.
05	Yes/No	Commander decided level of risk to accomplish the mission and approved control measures.
06	Time	To issue warning orders.

ART 5.1.1.2.7 Produce Plan or Order

5-16. This ART covers how units prepare a plan or order to implement the selected course of action per the commander's decision by turning it into a clear, concise concept of operations and required support. The plan includes annexes and overlays as necessary to implement the plan. The plan or order accurately conveys information that governs actions to be taken and is completed in the correct format. This includes the establishment of graphic control measures, including fire support coordination measures. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Orders or plans accomplished the mission and commander's intent. They were communicated effectively and completed with sufficient time for the force to complete required preparatory actions before execution.
02	Yes/No	Commander's intent refined and adequately addressed key tasks for the force as a whole, wider purpose; it was expressed in four to five sentences.
03	Time	To issue warning orders as required.
04	Time	Before execution to reissue commander's intent and concept of operations.
05	Time	To prepare plans and orders (after deciding on mission concept and commander's intent).
06	Time	To obtain approval of plans and orders.
07	Time	To issue plan or order (after approved).
08	Percent	Of functional responsibilities covered in operation plan.
09	Percent	Of accurate information in plans and orders issued and disseminated to subordinate units.
10	Percent	Of accurate information in operation order or plan to meet established objectives.
11	Number	Of instances where the operation plan or order conflicted with standards established under the law of war and international conventions.

ART 5.1.1.3 Conduct Troop Leading Procedures

5-17. Small-unit leaders rely on thoroughly rehearsing unit standard operating procedures, techniques, and drills. However, based on the mission and on the next higher commanders' concepts of operations, small-unit leaders might plan in detail. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	The commander and subordinate leaders determined their units' missions and assessed the time available to accomplish them.
02	Yes/No	After the commander and subordinate leaders received new missions and assessed the time available for planning, preparing, and executing the mission, they immediately issued warning orders to their subordinates.

No.	Scale	Measure
03	Yes/No	The commander and subordinate leaders developed a tentative plan using the eight steps of troop leading procedures: receive the mission, issue a warning order, make a tentative plan, initiate movement, conduct reconnaissance, complete the plan, issue the order, and supervise and refine.
04	Yes/No	The commander and subordinate leaders initiated movement necessary to continue mission preparation or to posture the unit for the start of the mission. (Movement can include movement to an assembly area, battle position, or new area of operations, or the movement of guides or quartering parties.)
05	Yes/No	The commander and subordinate leaders weighed the advantages of reconnoitering personally against the combat multiplier in the form of supplied information from the battalion's information systems to exploit the principles of speed and surprise.
06	Yes/No	The commander and subordinate leaders expanded their selected (or refined) courses of action into complete operation orders (OPORDs) that included prepared overlays, refined indirect fire lists, completed sustainment requirements, and communications requirements based on the latest reconnaissance or information.
07	Yes/No	The commander and subordinate leaders issued an OPORD that precisely and concisely explained both the commander's intent and concept of how the commander envisioned the unit accomplishing the mission.
08	Yes/No	After issuing the OPORD, the commander and subordinate leaders ensured that the required activities and tasks were completed in a timely manner prior to mission accomplishment.

ART 5.1.1.4 Integrate Requirements and Capabilities

5-18. This ART covers how units combine and coordinate capabilities of forces and warfighting functions in effective combinations to meet requirements for mission accomplishment established by planning. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit established measures of performance.
02	Yes/No	Combinations and timings of forces and warfighting functions contributed to mission accomplishment.
03	Yes/No	Unit integrated information superiority contributors to enhance rapid and accurate situational understanding that initiate or govern actions to accomplish tactical missions.
04	Yes/No	Unit leveraged information superiority contributors that support making more precise and timely decisions than the enemy does.
05	Yes/No	Unit integrated operations security and military deception causing the enemy to make inappropriate, untimely, or irrelevant decisions.
06	Yes/No	Unit planned transition operations.
07	Yes/No	Unit planned monitoring.
08	Time	Delay in initiating phase of operation.
09	Time	Before execution for force to execute matrix with sequence and timing of each subordinate task throughout the operation.
10	Time	To modify plans and actions due to operational contingencies.
11	Percent	Of assigned and supporting forces coordinated to synchronize operation in right place at right time.
12	Number	Of potential cross-boundary fratricides identified and eliminated by force headquarters.
13	Number	Of uncoordinated element or activity actions causing disruption or delay of United States or multinational plans and objectives.

ART 5.1.1.5 Develop Commander's Critical Information Requirements

5-19. This ART covers how units analyze information requirements against a mission and commander's intent. Units identify, prepare, and recommend those information requirements critical to facilitating timely decision making for the commander to designate. (ADRP 5-0) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Answering the developed commander's critical information requirements (CCIRs) provided the commander with the information needed to make decisions.
02	Time	Since last CCIRs update.
03	Time	To promulgate CCIRs for collection.
04	Time	To look at future CCIRs (depends on scale of operation and level of headquarters).
05	Percent	Of answered CCIRs.
06	Percent	Of CCIRs initiated by commander.
07	Percent	Of CCIRs initiated by staff.
08	Percent	Of information (pieces or types) commander needed to make decision listed as CCIRs.
09	Number	Of active CCIRs.

ART 5.1.1.6 Conduct Fires Planning

5-20. This ART covers how units plan, coordinate, and integrate fires capabilities and products to support the military decisionmaking process and conduct of operations. Units coordinate across all staff elements to identify required fire support. Units determine essential, specified, and implied fires tasks. Units develop fire support input to intelligence preparation of the battlefield and other running estimates. Units provide fire support options, products that support the concept of operations development, and fire support products that support course of action analysis and statements in course of action development. Units develop the fires running estimate. Units coordinate for additional fire support assets to support mission requirements. Units provide fire support input to event templates, synchronization matrix, decision support template, and communications and sustainment estimates. (ADRP 3-09) (USAFCOE)

No.	*Scale*	*Measure*
01	Yes/No	Unit analyzed higher headquarters orders from a fire support perspective.
02	Yes/No	Unit recommended specified, implied, and essential tasks to fire support.
03	Yes/No	Unit identified fire support assets available to support the mission.
04	Yes/No	Unit identified fire support environmental impacts on the mission.
05	Yes/No	Unit integrated available Army indirect fires and joint fires throughout the targeting process into planning.
06	Yes/No	Unit initiated coordination and synchronization for required fire support.
07	Yes/No	Unit planned and coordinated naval surface fires.
08	Yes/No	Unit planned and coordinated air-to-surface fires.
09	Yes/No	Unit planned and coordinated counterfire operations.
10	Yes/No	Unit provided initial fire support input to intelligence preparation of the battlefield.
11	Yes/No	Unit identified fire control and fire support coordination measures required to support the operation.
12	Yes/No	Target priorities supported mission accomplishment.
13	Yes/No	Unit coordinated with other staff sections to identify fire support assets available to assist.
14	Yes/No	Unit developed and maintained fire support running estimate.
15	Yes/No	Unit incorporated fire support running estimate into mission analysis.
16	Yes/No	Unit provided fire support input to mission analysis.
17	Yes/No	Unit recommended fire support priority intelligence requirements to the intelligence officer.

No.	Scale	Measure
18	Yes/No	Unit provided fire support input to unit course of action development.
19	Yes/No	Unit finalized fire support input to the warning and operation orders.
20	Yes/No	Unit identified high-pay off targets.
21	Yes/No	Unit established target priorities.
22	Yes/No	Unit prepared Annex D (Fires) to operation plan and operation order.
23	Yes/No	Unit engaged targets in prescribed priority.

ART 5.1.1.7 INTEGRATE SPACE CAPABILITIES

5-21. This ART covers how units plan, coordinate, and integrate space-based capabilities and products (national, military, and commercial) to support tactical planning and execution (the military decisionmaking process and conduct of operations) to effectively meet requirements established for mission accomplishment. Units coordinate across all staff elements to identify space-based asset support. Units determine essential, specified, and implied tasks from a space perspective in mission analysis. Units develop space input to intelligence preparation of the battlefield and other running estimates. Units provide space-based support options, space-based products that support concept of operations development, and space-based products that support course of action analysis and statements in course of action development. Units develop a space running estimate. Units coordinate additional operational space capabilities to support mission requirements for space-based input to event templates, a synchronization matrix, a decision support template, and communications and sustainment estimates. (FM 3-14) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit analyzed higher headquarters orders from a space perspective.
02	Yes/No	Unit recommended specified, implied, and essential tasks for space.
03	Yes/No	Unit identified space assets available to support mission requirements.
04	Yes/No	Unit identified space and terrestrial environmental impacts on mission.
05	Yes/No	Unit integrated available Army space support team and space support element into planning.
06	Yes/No	Unit initiated coordination for required operational space capabilities.
07	Yes/No	Unit provided initial space input to intelligence preparation of the battlefield.
08	Yes/No	Unit identified space control and force protection measures required to maintain space superiority.
09	Yes/No	Unit coordinated with other staff sections to identify space assets available to assist.
10	Yes/No	Unit developed and maintained a space running estimate.
11	Yes/No	Unit incorporated space running estimate into mission analysis.
12	Yes/No	Unit provided space input to mission analysis.
13	Yes/No	Unit recommended space-specific priority intelligence requirement to the intelligence officer.
14	Yes/No	Unit provided space input to unit's course of action development.
15	Yes/No	Unit finalized space input to the warning and operation orders.
16	Yes/No	Unit prepared Annex N (Space Operations) to operation plan and order.

ART 5.1.1.8 COORDINATE AIR-GROUND OPERATIONS

5-22. Air-ground operations are the simultaneous or synchronized employment of ground forces with manned and unmanned, rotary- and fixed-wing aviation and fires to seize, retain, and exploit the initiative. Effective air-ground operations are built upon relationships, mutual trust, and a common understanding of an operational environment, operation, and mission. They require detailed planning, coordination, and synchronized employment of ground and air maneuver and fire to achieve the commander's objectives and ensure freedom of movement and action. (FM 3-04.300) (USAACE)

No.	Scale	Measure
01	Yes/No	Mission requirements, the commander's intent, and unit capabilities and limitations set the conditions for the air-ground operation.
02	Yes/No	Aviation operations and fires were synchronized within the commander's scheme of maneuver.
03	Yes/No	Attack and reconnaissance operations, as well as assault, utility, and cargo operations, executed by both manned and unmanned aircraft systems were incorporated with the operations occurring on the ground.
04	Yes/No	Unit followed the imperatives of effective air-ground operations (clearly defined command and support relationships, common operational picture, airspace control, clearance of fires, risk mitigation, teamwork and cross-talk, and liaison and communications).
05	Yes/No	Planners from the brigade combat team worked with the fires cell, combat aviation brigade, or aviation battalion task force to focus on integrating aviation operations into the ground commander's scheme of maneuver.

ART 5.1.1.9 Conduct Special Technical Operations

5-23. Special technical operations involves the planning, tasking, and employing of special access program protected systems and capabilities to achieve effects on enemy capabilities. Within special technical operations, there exists a collection of specific capabilities, security architecture, an information network, and review and approval process. (JP 3-13) (JS)

No.	Scale	Measure
01	Yes/No	Unit employed designated security measures to protect special technical operations information.
02	Yes/No	Unit operated and maintained special technical operations information network.
03	Yes/No	Unit developed special technical operations situational awareness through integration of intelligence support.
04	Yes/No	Unit integrated special technical operations into plans, executed the review and approval process, and employed special technical operations capabilities.

ART 5.1.1.9.1 Provide Special Technical Operations Support

5-24. To conduct special technical operations, a unit is required to provide a special technical operations facility, secure special technical operations information, manage special technical operations personnel, and maintain capability to use the special technical operations information network. (JP 3-13) (JS)

No.	Scale	Measure
01	Yes/No	Unit secured and maintained special technical operations facility.
02	Yes/No	Unit secured special technical operations information.
03	Yes/No	Unit managed and used special technical operations positions.
04	Yes/No	Unit maintained special technical operations information network equipment.
05	Yes/No	Unit maintained access to and employed special technical operations information network.

ART 5.1.1.9.2 Develop Special Technical Operations Situational Awareness

5-25. To conduct special technical operations, a unit is required to develop situational awareness of planned and current special technical operations, define effects on enemy forces, analyze special technical operations capabilities to achieve desired effects, request Army and joint special technical operations support, produce intelligence plan, identify intelligence support, request intelligence support, and conduct intelligence preparation of the battlefield. Unit required to provide the commander situational awareness of special technical operations. (JP 3-13) (JS)

No.	Scale	Measure
01	Yes/No	Unit monitored planned and current special technical operations.
02	Yes/No	Unit defined effects on enemy forces, analyzed special technical operations systems and capabilities to achieve effects, and requested Army and joint special technical operations support.
03	Yes/No	Unit produced intelligence plan with applicable partners to support special technical operations.
04	Yes/No	Unit identified intelligence requirements, requested intelligence support, and conducted intelligence preparation of the battlefield to enable special technical operations.
05	Yes/No	Unit provided the commander awareness and understanding of the legal considerations, operational gains or losses, intelligence gains or losses, and political military assessment associated with special technical operations.

ART 5.1.1.9.3 Integrate Special Technical Operations Capabilities

5-26. To conduct special technical operations, a unit is required to integrate special technical operations into plans and orders, produce Annex S (Special Technical Operations), contribute to the review and approval process, integrate special technical operations into targeting, collection, future operations, and current operations, and integrate special technical operations systems and capabilities to achieve effects on enemy capabilities. (JP 3-13) (JS)

No.	Scale	Measure
01	Yes/No	Unit integrated special technical operations into the planning process, concept plans, operation plans, and operation orders.
02	Yes/No	Unit produced Annex S (Special Technical Operations) for concept plans, operation plans, and operation orders.
03	Yes/No	Unit contributed to the review and approval process.
04	Yes/No	Unit integrated special technical operations into targeting, collection, future operations, and current operations.
05	Yes/No	Unit integrated special technical operations systems and capabilities to achieve effects on enemy capabilities.

ART 5.1.2 PREPARE FOR TACTICAL OPERATIONS

5-27. *Preparation* consists of those activities performed by units and Soldiers to improve their ability to execute an operation. Preparation includes, but is not limited to, plan refinement, rehearsals, information collection, coordination, inspections, and movement. Preparation creates conditions that improve friendly forces' opportunities for success. It facilitates and sustains transitions, including those to branches and sequels. (ADP 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Preparatory activities prepared the unit to accomplish its mission.
02	Time	For subordinate forces to complete required preparations.
03	Time	For force to complete required staff, unit, and individual preparations.
04	Time	Available to prepare before execution.
05	Percent	Of required preparations completed by execution time.
06	Percent	Of completed preparations that improved force capability to accomplish the mission.

ART 5.1.2.1 Establish Coordination and Liaison

5-28. Units exchange information to inform, integrate, and deconflict actions by forces and warfighting functions during operations to reduce duplication, confusion, and problems. Liaison, included in coordination, involves maintaining physical contact and communication among elements of military forces to ensure mutual understanding and unity of purpose and action. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Coordination of plans and synchronization of actions among organizations contributed to mission accomplishment.
02	Yes/No	Unit conducted coordination with local civilian authorities, as required.
03	Time	Between receiving alert order and establishing liaison structure.
04	Time	For liaison officers to communicate new orders or information to multinational elements of force.
05	Time	Since liaison officers attached to force headquarters last received situation update from their own units.
06	Time	For headquarters liaison officers to contact force headquarters on behalf of unit to which they were sent.
07	Time	For staff sections to contact liaison officer attached to force headquarters.
08	Time	For parent unit to contact its liaison officer.
09	Percent	Of adjacent units or agencies with liaison to force.
10	Percent	Of liaison personnel with required security clearances and identification credentials.
11	Percent	Of units or agencies with missing or late information.
12	Number	Of instances when friendly forces orders or taskings were significantly delayed.

ART 5.1.2.2 PERFORM REHEARSALS

5-29. Units or staffs practice an expected action or operation to improve performance during execution. Rehearsals allow participants to become familiar with and translate the tactical plan into a visual impression that orients them to both their operational environment and other units during execution of the operation. Rehearsals also imprint a mental picture of the sequence of key actions within the operation and provide a forum for subordinate leaders and units to coordinate. (ADRP 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit placed rehearsals on the operational timeline as part of the operation order.
02	Yes/No	Rehearsal improved all participants' familiarity with the tactical plan, their roles within that plan, and coordination.
03	Yes/No	Unit specified type of rehearsal.
04	Yes/No	Unit specified technique of rehearsal.
05	Yes/No	Unit specified roles and responsibilities of participants.
06	Yes/No	Unit identified and prioritized events to be rehearsed.
07	Yes/No	Subordinates reviewed their mission, commander's intent, and concept of operations in relationship to time (such as by timelines or phases).
08	Yes/No	Subordinates discussed and resolved warfighting functions coordination issues.
09	Yes/No	Unit made major changes to the existing plan.
10	Time	To document and distribute results of the rehearsal.
11	Percent	Of the operation's phases or objectives rehearsed.
12	Percent	Of developed branch (or contingency) plans reviewed.

ART 5.1.2.3 TASK-ORGANIZE FOR OPERATIONS

5-30. *Task-organizing* is the act of designing an operating force, support staff, or sustainment package of specific size and composition to meet a unique task or mission. Units transfer available resources and establish command and support relationships per the plan or order to carry out the operation. Organizing for operations includes moving the unit's location as required, exchanging standard operating procedures, establishing communications and liaison, and leading briefings and rehearsals. (ADRP 3-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Units conducting operations properly transferred necessary resources per established command and support relationships to accomplish their mission.
02	Yes/No	Units closed on new assembly areas before execution.
03	Time	For force to transition to or from tactical battle formation.
04	Time	From planned execution time for force to transition to or from tactical battle formation.
05	Time	To move forces into locations to facilitate tactical commanders' plans for implementing subordinate plan.
06	Time	To complete movement to new assembly areas (from which to maneuver).
07	Time	To assign subordinate forces to new tactical formations.
08	Time	Between subordinate units receiving order to preparing to send and receive data and do parallel planning with new headquarters.
09	Percent	Of force moved into position to facilitate tactical commander's plans.
10	Percent	Of required logistics in place on schedule.
11	Percent	Of allocated forces in place at operation execution.
12	Percent	Of required logistics stockpiled or positioned before operation D-day or H-hour.
13	Percent	Of designated forces massed in designated assembly area at specified time.
14	Percent	Of force postured physically to execute plan's tactical maneuver.

ART 5.1.2.4 Revise the Plan

5-31. Units adjust the plan based upon updated relevant information or further analysis of the plan, if necessary. (ADRP 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Revision and refinements of plan contributed to accomplishing the mission.
02	Yes/No	Unit revised and refined the plan after receipt of updated relevant information, such as answered or refined commander's critical information requirements.
03	Time	To adjust plan after receipt of updated relevant information.
04	Time	To revise original plan after recognizing planning assumptions invalid or after information updated.
05	Percent	Of plan adjusted with each revision.
06	Percent	Of accurate adjustments by execution.

ART 5.1.2.5 Conduct Preoperations Checks and Inspections

5-32. Units inspect and check unit and individual preparations for operations to ensure units, Soldiers, and systems are fully capable and ready to accomplish the mission. (ADRP 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Inspections and corrections of deficiencies found unit, Soldiers, and systems improved their capabilities and readiness to accomplish the mission.
02	Yes/No	Checks and inspections were completed for tasks not directly related to the mission.
03	Yes/No	Unit had and followed planning and procedures for environmental considerations.
04	Time	To perform checks and inspections.
05	Time	To correct deficiencies found during inspection.
06	Percent	Of units, individuals, and materiel not ready for operation.
07	Percent	Of deficiencies corrected before operation.

ART 5.1.2.6 INTEGRATE NEW UNITS AND SOLDIERS INTO THE FORCE

5-33. Units assimilate new units and Soldiers into the force in a posture that allows them to contribute effectively to mission accomplishment during an operation. This includes receiving and introducing them to the force and an operational environment; orienting them on their place and role in the force and the operation; establishing command relationships, sustainment, and communications within the force; and training them in the unit standard operating procedures and mission-essential task list for the operation. (ADRP 5-0) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Integration of new units and Soldiers enabled them to contribute more effectively to mission accomplishment.
02	Time	To receive individuals into new organizations.
03	Time	To introduce individuals to an operational environment and the operation.
04	Time	To receive new organizations into the force.
05	Time	To introduce new organizations to an operational environment and the operation.
06	Time	To train new organizations and individuals for the operation.
07	Percent	Of individuals successfully integrated into new organizations.
08	Percent	Of organizations successfully integrated into the force.
09	Percent	Of new Soldiers within the unit who were assimilated.
10	Number	Of new Soldiers within the unit who were assimilated.

ART 5.1.3 EXECUTE TACTICAL OPERATIONS

5-34. *Execution* is putting a plan into action by applying combat power to accomplish the mission. It focuses on concerted action to seize, retain, and exploit the initiative. Army forces seize the initiative immediately and dictate tempo throughout all operations. (ADP 5-0) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Unit accomplished mission per higher commander's intent.
02	Yes/No	Unit accomplished mission per specified timeline.
03	Yes/No	Unit accomplished mission without detracting from unit's capability of continuing or being assigned future missions and operations.
04	Yes/No	Unit accomplished mission without excessive expenditure of resources.
05	Yes/No	Unit accomplished mission ethically, with a minimum of collateral damage.
06	Yes/No	Unit synchronized action using the rapid decision making and synchronization process.
07	Time	To accomplish mission.
08	Percent	Of enemy actions successfully countered.
09	Number	Of opportunities for success exploited.
10	Ratio	Of friendly versus enemy casualties (Soldiers and weapon systems) to accomplish mission.

ART 5.1.3.1 PERFORM ONGOING FUNCTIONS

5-35. Units perform routine tasks during execution essential to satisfactory mission accomplishment. (FM 6-0) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Unit performed routine management tasks as necessary to accomplish the mission without the need to take extraordinary efforts to ensure correct performance.
02	Percent	Of all functions performed adequately during operations.

No.	Scale	Measure
03	Percent	Of individual functions performed adequately during operations.
04	Number	Of friendly missions affected by failure to perform one or more functions.

ART 5.1.3.1.1 Focus Assets on Decisive Operation

5-36. Units continuously survey all assets and ensure that they are in position and tasked to support the decisive operation or main effort for a phase of an operation or that they are moving to a position where they can provide that support. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit allocation of combat power regularly supported the decisive operation necessary to accomplish the mission.
02	Percent	Of combat power assets directed to decisive operation.
03	Number	Of incidents of excessive combat power used to execute shaping operations.
04	Number	Of incidents of combat power resources improperly positioned to support decisive operation.

ART 5.1.3.1.2 Adjust Commander's Critical Information Requirements and Essential Elements of Friendly Information

5-37. Units continuously update commander's critical information requirements (CCIRs) and essential elements of friendly information (EEFI) during operations with routine review by the commander and staff. Units analyze information requirements against changing operational circumstances and designate information requirements that affect decision making and the success of the mission and decisive operation. (ADRP 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit continuously adjusted CCIRs and EEFI during operations with review by commander and staff.
02	Time	Of lag between changing information and updating CCIRs and EEFI.
03	Number	Of CCIRs and EEFI requirements not updated or changed.

ART 5.1.3.1.3 Adjust Graphic Control Measures

5-38. A *graphic control measure* is a symbol used on maps and displays to regulate forces and warfighting functions (ADRP 6-0). Graphic control measures are always prescriptive. Commanders establish them to regulate maneuver, movement, airspace use, fires, and other aspects of operations. (ADRP 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Adjustment of graphic control measures reflected changes in the factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations and was timely and effective.
02	Time	Between operations and update of graphic control measures.
03	Percent	Of graphic control measures requiring amendment to facilitate operations.
04	Number	Of graphic control measures not updated.
05	Number	Of significant movement of forces compared to the number and timeliness of graphic changes.

ART 5.1.3.1.4 Manage Sustainment Force Positioning

5-39. Units move or cause sustainment forces to be moved and positioned where they can contribute the maximum support to the operation. Units determine where the sustainment forces are and where they must be to continuously provide effective support. Units allow adequate planning and execution time to support mission requirements. (ADRP 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Commander repositioned sustainment units and activities as necessary to respond to tactical operations without negative effects on friendly operations.
02	Time	To produce essential sustainment repositioning without negative effects on friendly operations.
03	Time	Between identification of need for repositioning and commencement of repositioning.
04	Percent	To which friendly operations were affected by failures in sustainment positioning.
05	Number	Of friendly operations adversely affected by failure in positioning.

ART 5.1.3.1.5 Manage Use and Assignment of Terrain

5-40. *Terrain management* is the process of allocating terrain by establishing areas of operation, designating assembly areas, and specifying locations for units and activities to deconflict activities that might interfere with each other. Units ensure that adequate space, including the use of routes, is available at the right time to support critical activities, especially the decisive operation in the area of operations. (ADRP 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Adequate maneuver space and routes supported the decisive operation.
02	Time	Since last check of terrain management status.
03	Number	Of friendly unit operations affected by lack of terrain management.
04	Number	Of incidents in which friendly units disputed assignment of terrain or routes.

ART 5.1.3.1.6 Maintain Synchronization

5-41. This ART covers how units take actions to preserve the arrangement of military actions in time, space, and purpose to produce maximum relative military power at a decisive place and time. (ADRP 3-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Combat power was available at the decisive place and time to accomplish the mission.
02	Percent	Of assigned and supporting forces that executed operation with right people, in right place, and at right time.
03	Percent	Of force or subordinate missions and support carried out as planned.
04	Percent	Of friendly forces actively contributing to conduct of operation.
05	Percent	Of support requirements met on time and as required.
06	Percent	Of policies and procedures for establishment and coordination of logistics, maintenance, transportation, and other support completed.
07	Number	Of missions accomplished without appropriate coordination.

ART 5.1.3.1.7 Control a Tactical Insertion of Forces

5-42. This ART covers how units control an Army tactical insertion in support of operational objectives. The insertion force may employ organic aviation assets or assets from other Services for transport to the objective area. (JP 3-18) (JS)

No.	Scale	Measure
01	Yes/No	Unit accomplished mission per higher commander's intent.
02	Yes/No	Unit accomplished mission per timeline.
03	Yes/No	Unit conducted risk assessment during planning phase.
04	Yes/No	Unit included Army personnel recovery in plan.
05	Yes/No	Unit conducted rehearsals.

No.	Scale	Measure
06	Yes/No	Unit maintained en route communications between forcible entry force and controlling headquarters.
07	Yes/No	Unit established liaison with supporting movement element prior to H-hour.
08	Yes/No	Unit executed preassault fires prior to H-hour.
09	Percent	Of friendly casualties occurring during forcible entry operation.

ART 5.1.3.2 Perform Planned Actions, Sequels, and Branches

5-43. This ART covers how units implement actions anticipated by and outlined in the plan of operations based upon evaluation of progress as within the measures of effectiveness and measures of performance. (ADRP 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit executed planned actions, sequels, and branches based upon the evaluation of progress.
02	Time	To refine planned branch or sequel for use by force.
03	Percent	Of planned branches and sequels meeting requirements of current operation.

ART 5.1.3.3 Adjust Resources, Concept of Operations, or Mission

5-44. This ART discusses how units take actions to modify the operation (or major activities) to exploit opportunities or resolve progress problems as a result of evaluation of the progress of the operation against the measures of effectiveness and measures of performance. (ADRP 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Commander adjusted unit plan to exploit opportunities or resolve problems occurring during execution.
02	Time	To adjust original plan after assessing progress and recognizing threat or opportunity.
03	Number	Of adjustments effective in seizing opportunity or countering threat.

ART 5.1.3.4 Synchronize Actions to Produce Maximum Effective Application of Military Power

5-45. Units arrange military actions by forces and warfighting functions in time, space, and purpose to produce maximum relative military power at a decisive place and time. (ADRP 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Commander synchronized unit actions to accomplish the mission.
02	Time	To resynchronize warfighting functions after execution or adjustment decision.
03	Percent	Of required resynchronization accomplished in time available.
04	Percent	Of assigned and supporting forces coordinated to synchronize operation in right place at right time.
05	Number	Of friendly actions to produce maximum relative military power.
06	Number	Of uncoordinated element or activity actions causing disruption or delay of United States or multinational plans and objectives.

ART 5.1.3.4.1 Coordinate Actions Within a Staff Section

5-46. Units exchange information and arrange actions to inform, integrate, and deconflict actions within a staff section during operations to reduce duplication, confusion, and problems. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit deconflicted actions within a staff section.
02	Time	Spent to coordinate within staff section.
03	Percent	Of actions coordinated within staff section before disseminating further.
04	Number	Of actions uncoordinated within staff section causing disruption or delay of operation.
05	Number	Of actions uncoordinated within staff section affecting others' actions.

ART 5.1.3.4.2 Synchronize Actions Among Staff Sections

5-47. Units coordinate actions among staff sections (coordinating, special, and personal) in arranging military actions in time, space, and purpose by warfighting functions to produce the maximum relative military power at a decisive place and time. This includes informing of, integrating, and deconflicting actions undertaken by or directed by staff sections during operations to reduce duplication, confusion, and problems among the staff sections. (FM 6-0) (USACAC)

Note: ART 5.1.3.4.2 includes the targeting process outlined in JP 3-60 and ATP 3-60.

No.	Scale	Measure
01	Yes/No	Staff section cooperated in arranging military actions in time, space, and purpose.
02	Time	Spent to coordinate among staff sections.
03	Percent	Of actions coordinated among staff sections before disseminating further.
04	Number	Of uncoordinated actions among staff sections that caused disruption or delay of unit operations.
05	Number	Of actions uncoordinated among staff sections that affected others' actions.

ART 5.1.3.4.3 Review Orders of Subordinate Organizations

5-48. Units ensure that all relevant information and factors issued in subordinate orders contribute to vertical warfighting function synchronization. ART 5.1.3.4.3 informs the staff with whom they will have to coordinate. It reveals potential conflicts and problems among subordinate forces, higher headquarters, adjacent, and other units that might affect or be affected by the subordinate plan and the headquarters' plan. It resolves conflicts and problems among forces before they affect preparations or operations, or resolves the damage. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Commander resolved conflicts and problems between subordinates before conflicts and problems affected preparations or operations.
02	Percent	Of subordinate organization orders reviewed.
03	Number	Of discrepancies between subordinates organizations' orders and unit order force order that could have affected operation.

ART 5.1.3.4.4 Synchronize Operations

5-49. Units arrange military actions by subordinate forces and the force as a whole in time, space, and purpose to produce maximum relative military power at a decisive place and time. (ADRP 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Synchronized operations allowed the unit to accomplish its mission.
02	Percent	Of assigned and supporting forces that participated in an operation in right place at right time.
03	Number	Of uncoordinated element or activity actions that caused disruption or delay of operation.

ART 5.1.3.4.5 Advise the Command

5-50. Staffs contribute to achieving the commander's intent by fulfilling their functional responsibilities within the authority the commander delegates to them. Effective staffs and staff members provide commanders with timely relevant information and well-analyzed recommendations. Staff members inform and advise the commander and other staff members concerning matters pertaining to their respective and related functional responsibilities and assigned duties. (FM 6-0) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Staff section provided quality and timely information in support of decision making processes.
02	Yes/No	Staff helped the commander to minimize unnecessary risks by assessing hazards within their respective and related functional responsibilities and duties.
03	Yes/No	Staff informed and advised the commander and other staff members concerning all matters in their individual functional responsibilities.
04	Yes/No	Staff informed and advised the commander and other staff members concerning capabilities, limitations, requirements, availability, and employment of resources.
05	Yes/No	Staff informed and advised the commander and other staff members concerning capabilities, limitations, requirements, availability, and employment of supporting forces.
06	Yes/No	Staff informed and advised the commander and other staff members concerning directives and policy guidance from higher headquarters.
07	Yes/No	Staff functions were synchronized to provide a singular product that was not a series of individual running estimates.
08	Yes/No	Staff coordinated with supporting units and higher headquarters for operational needs beyond unit capability.
09	Time	To evaluate, update, and disseminate new information with higher, lower, adjacent, supported, and supporting organizations.

ART 5.1.3.5 Conduct Transitions

5-51. Transitions mark intervals between the ongoing operation and full execution of branches and sequels. Transitions often mark the change from one dominant type of operation, such as offense, to another, such as stability. Commanders at all levels must possess the mental agility to rapidly transition from one type of operation to another. For example, at lower echelons, transitions occur when one formation passes through another, or when units must breach an obstacle belt. Links between phases and the requirement to transition between phases are critically important. Commanders establish clear conditions for how and when these transitions occur during planning. Although phases are distinguishable to friendly forces, the operational design conceals these distinctions from opponents through concurrent and complementary joint and Army actions. (ADRP 3-0) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Unit conducted transition from one phase to another and maintained seamless continuity of operations.
02	Yes/No	Commander provided new graphic control measures.
03	Yes/No	Commander adopted new task organization, if required.
04	Yes/No	Commander issued new priorities.
05	Yes/No	Commander issued new rules of engagement.
06	Yes/No	Commander determined possible branches or sequels for likely next phase.

ART 5.1.3.6 Reconstitute Tactical Forces

5-52. Reconstitution is the extraordinary action taken by commanders to restore units to a desired level of combat effectiveness, commensurate with mission requirements and available resources. The major

elements of reconstitution are reorganization, assessment, and regeneration. Reconstitution requires a decision by the commander having control of the required resources. (ATP 4-33) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit conducted reconstitution and maintained seamless continuity of operations.
02	Yes/No	Commander provided new graphic control measures.
03	Yes/No	Commander adopted new task organization, if required.

ART 5.1.3.6.1 Reorganize Units as Part of a Reconstitution Effort

5-53. Reorganization is action to shift resources within a degraded unit to increase its combat effectiveness. Commanders of all types of units at each echelon conduct reorganization. They reorganize before considering regeneration. Reorganization may be immediate or deliberate. (FM 3-90-1) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit reorganized and maintained seamless continuity of operations.
02	Yes/No	Commander provided new graphic control measures.
03	Yes/No	Commander adopted new task organization, if required.

ART 5.1.3.6.2 Regenerate Units and Organizations as Part of a Reconstitution Effort

5-54. Regeneration is the rebuilding of a unit involving large-scale replacement of personnel, equipment, and supplies. This is a higher level of reorganization than the unit can do during normal reorganization without major personnel resources. (ATP 4-33) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit regenerated and maintained seamless continuity of operations.
02	Yes/No	Commander provided new graphic control measures.
03	Yes/No	Commander adopted new task organization, if required.

ART 5.1.4 ASSESS TACTICAL SITUATIONS AND OPERATIONS

5-55. *Assessment* is the determination of the progress toward accomplishing a task, creating a condition, or achieving an objective (JP 3-0). Assessment precedes and guides every activity in the operations process and concludes each operation or phase of an operation. It involves a comparison of forecasted outcomes to actual events. (ADP 5-0) (USACAC)

Note: Broadly, assessment consists of, but is not limited to, the following activities:

- Monitoring the current situation to collect relevant information.
- Evaluating progress toward attaining end state conditions, achieving objectives, and performing tasks.
- Recommending or directing action for improvement.

No.	Scale	Measure
01	Yes/No	Assessment supported decision making and adjustments during the operations process.
02	Time	To compare situation against measures of effectiveness and performance.
03	Time	For commander to assess progress.
04	Percent	Of enemy actions or operations forecast.
05	Percent	Of time event of interest occurred without options available.
06	Percent	Of accuracy of commander's assessment of progress.

ART 5.1.4.1 Monitor Situation or Progress of Operations

5-56. Units conduct continuous observation of those conditions relevant to the current operation. Units collect relevant information on the situation or operation to evaluate the actual situation or progress of the operation and to support decision making. (ADRP 5-0) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Relevant information collected accurately reflected the situation or progress of the operation and supported decision making.
02	Time	Of lag in currency of information on adjacent military forces or non-Department of Defense agencies.
03	Time	To obtain information on changes to tactical situation.
04	Time	Since last update of situation.
05	Time	To access current situation.
06	Percent	Of instances that commander learned of emerging tactical event from staff.
07	Number	Of incidents in which the commander was surprised (not briefed) by critical or emerging event.
08	Number	Of instances in which commander learned of emerging events from sources outside the staff.

ART 5.1.4.2 Evaluate Situation or Operation

5-57. Units analyze and compare the actual situation or progress of the operation against measures of effectiveness and performance. Units highlight variances between the planned situation at that time in the operation and the current situation, and then forecast the degree of mission accomplishment. (ADRP 5-0) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Evaluation reflected reality of the degree of mission accomplishment and forecasted the degree of mission accomplishment.
02	Time	To evaluate progress or situation and determine type of decision.
03	Time	To complete evaluation of situation or progress.
04	Percent	Of accuracy of evaluation of situation or progress.
05	Percent	Of accurate friendly evaluations.
06	Number	Of opportunities or threats recognized.

ART 5.1.4.2.1 Develop Running Estimates

5-58. A running estimate is the continuous assessment of the current situation used to determine if the current operation is proceeding according to the commander's intent and if planned future operations are supportable. Units use the running estimate procedure—consisting of significant facts, events, and conclusions based on analysis—as the staff element's means of assessing within their functional field. Running estimates consider both quantifiable and intangible aspects of military operations. They are as thorough as time permits and updated regularly as part of an ongoing process. They support assessing throughout the operations process. Running estimates also support the commander's visualization of the operation. (ADP 5-0) (USACAC)

Note: The intelligence running estimate is the product of intelligence preparation of the battlefield. See ART 2.2.1 (Perform Intelligence Preparation of the Battlefield).

No.	Scale	Measure
01	Yes/No	Running estimates were accurate and supported the commander's visualization of the operation.
02	Time	Into future that planning branches had been developed.
03	Time	From receipt of information to complete or update running estimate.
04	Percent	Of decision points that had branches.
05	Percent	Of enemy actions or operations that affected course of battle, but not forecast.
06	Percent	Of forecast branches that appeared at execution.

ART 5.1.4.2.2 Evaluate Progress

5-59. Units use criteria to judge progress toward desired conditions and determine why the current degree of progress exists. Units conclude whether the variances from the measures of effectiveness or measures of performance of the current situation or progress of the operation are significant enough to affect accomplishing the mission or meeting the commander's intent and warrant adjustment. (ADRP 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Mission command systems effectively concluded when the force met the commander's intent or needed to adjust its course of action.
02	Time	For commander or staff to forecast degree of mission accomplishment based on variance.
03	Time	From receipt of information to completed evaluation of progress.
04	Percent	Of accurate evaluation of variances.
05	Percent	Of accurate forecast of progress and meaning of forecast.

ART 5.1.4.3 Provide Combat Assessment

5-60. Units determine the overall effectiveness of force employment during military operations. Firepower employed can be delivered by direct and indirect fires, with lethal and nonlethal effects. The objective of combat assessment is to identify recommendations for maneuver operations. Combat assessment is the overarching concept that consists of battle damage and munitions effectiveness assessments while providing reattack recommendations. (FM 3-09) (USAFCOE)

No.	Scale	Measure
01	Yes/No	The commander determined the overall damage inflicted on the enemy by those direct and indirect fires employed during the conduct of operations.
02	Time	To commence subsequent operations or restrike while awaiting combat assessment.
03	Time	To complete combat assessment.
04	Time	To provide full assessment of attacks to force commander.
05	Time	To provide initial combat assessment of attacks to force commander.
06	Time	To perform the combat assessment functions of battle damage assessment and munitions effectiveness assessment based on commander's guidance or objectives.
07	Percent	Of high-payoff targets assessed as killed later assessed as being mission capable.
08	Percent	Difference between higher-level and force assessment of effectiveness.
09	Percent	Of targets with combat assessment data available.
10	Percent	Of targets unnecessarily reattacked.

ART 5.1.4.3.1 Perform Battle Damage Assessment

5-61. Units provide a timely and accurate estimate of damage composed of physical and functional damage assessment, as well as target system assessment, due to the application of lethal or nonlethal military force. Battle damage assessment provides commanders with a timely and accurate snapshot of their effect on the

enemy. This assessment helps commanders determine when or if their targeting effort is meeting their objectives. This task also includes determining if the application of military force results in the release of hazardous materials. (JP 3-0) (JS)

Note: This task is supported by the ART 2.4.3 (Provide Intelligence Support to Combat Assessment). It is also associated with the decide, detect, deliver, and assess process.

No.	*Scale*	*Measure*
01	Yes/No	The commander accurately determined the damage to the enemy from the overall effects of firepower employed during the conduct of military operations.
02	Time	To commence subsequent operations or reattack (following receipt of assessment).
03	Time	To complete full assessment of attacks after time on target.
04	Time	To make initial assessment of attacks after time on target.
05	Time	To provide full assessment of attacks to force commander.
06	Time	To provide initial battle damage assessment of attacks to force commander.
07	Percent	Of high-payoff targets assessed as killed later assessed as being mission capable.
08	Percent	Of targets had battle damage assessment based on more than one type of system.
09	Percent	Of targets unnecessarily reattacked.
10	Percent	Of difference between higher-level and force assessment of effectiveness.

ART 5.1.4.3.2 Perform Munitions Effectiveness Assessment

5-62. Units assess the military force applied in terms of the lethal and nonlethal weapon systems and munitions effectiveness to determine and recommend any required changes to the methodology, tactics, weapon systems, munitions, fusing, and/or weapon delivery parameters to increase force effectiveness. Munitions effectiveness assessment takes place concurrently and interactively with battle damage assessment. This assessment is primarily the responsibility of operations and fire support personnel with input from the intelligence warfighting function. (JP 2-01) (JS)

No.	*Scale*	*Measure*
01	Yes/No	The commander accurately determined the overall effects of munitions and weapon systems employed against specific types of targets during the conduct of military operations.
02	Time	To commence subsequent operations or reattack (following receipt of munitions effectiveness assessment).
03	Time	To complete munitions effectiveness assessment after attack.
04	Time	To provide full assessment of attacks to force commander.
05	Time	To provide initial munitions effectiveness assessment of attacks to force commander.
06	Percent	Of high-payoff targets assessed as killed later assessed as being mission capable.
07	Percent	Of high-payoff targets that required reattack.
08	Percent	Of high-payoff targets successfully attacked.
09	Percent	Difference between higher level and force assessment of munitions effectiveness.
10	Percent	Of targets unnecessarily reattacked.

ART 5.1.4.3.3 Provide Reattack Recommendation

5-63. Units make recommendations to the commander, considering the level to which operational objectives have been met regarding reattack and other recommendations that address operational objectives relative to target, target critical elements, target systems, and enemy combat strengths. (JP 3-60) (JS)

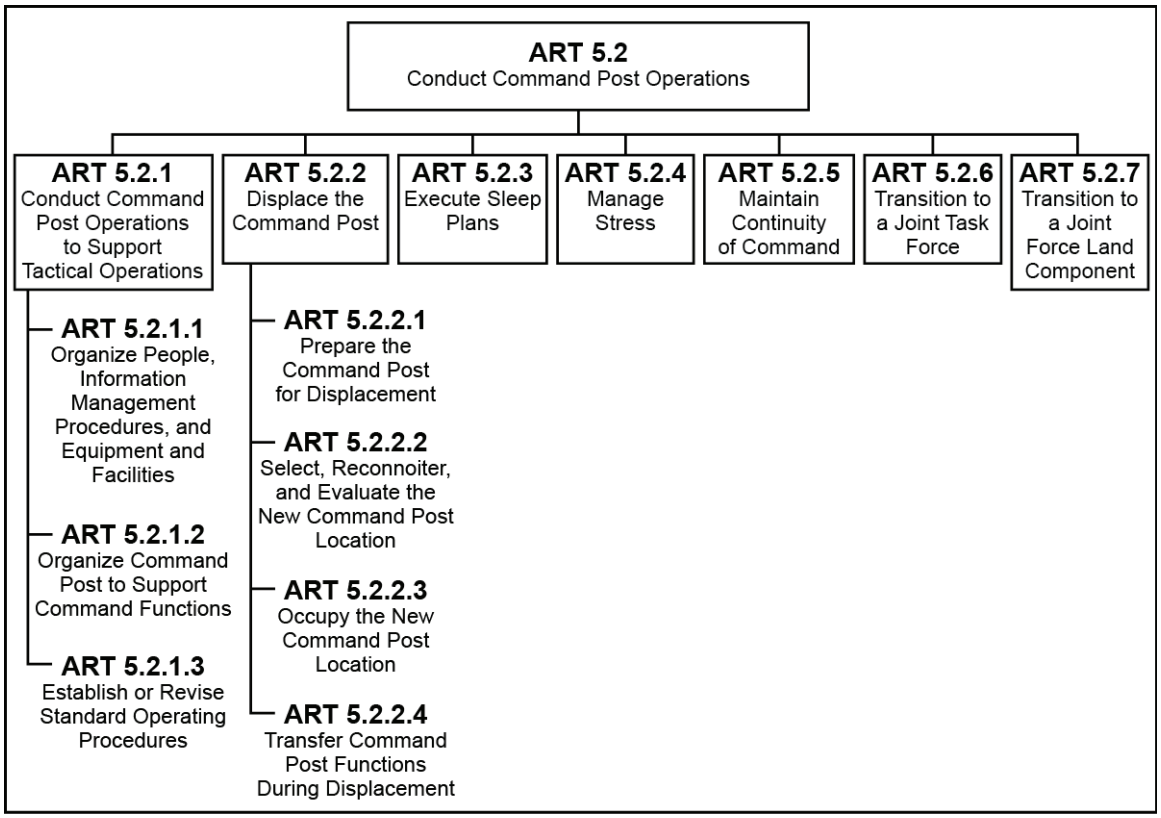
No.	Scale	Measure
01	Yes/No	Reattack recommendations were effective and efficient.
02	Time	To commence subsequent operations or execute other options.
03	Time	To provide full assessment of attacks to joint force commander.
04	Time	To assess reattack requirement (after attack).
05	Time	To provide initial reattack assessment of attacks to force commander.
06	Percent	Of high-payoff target unsuccessfully attacked.
07	Percent	Of high-payoff targets assessed as killed later assessed as being mission capable.
08	Percent	Of high-payoff targets that required reattack.
09	Percent	Of high-payoff targets successfully attacked.
10	Percent	Difference between higher level and force assessment of reattack requirement.
11	Percent	Of targets unnecessarily reattacked.

ART 5.1.4.4 PROVIDE VISUAL INFORMATION SUPPORT

5-64. A unit that provides visual information support creates a record of unit activities. These still and motion video recordings show friendly forces, equipment, and positions before, during, and after engagements; terrain features in current or projected operational areas; battle damage to friendly, enemy, or host-nation property; and any essential elements of friendly information that assist a commander in conducting (planning, preparing, executing, and assessing) operations. (ATP 6-02.40) (USACCOE)

No.	Scale	Measure
01	Yes/No	Visual information support assisted the commander with the operations process.
02	Time	To provide combat camera detachment commander when determined necessary.
03	Time	To process media and produce imagery for short-notice tasking.
04	Time	To provide finished imagery products to customers.
05	Time	To provide finished imagery products to customers in the United States.
06	Time	To respond to and be on scene for short-notice tasking.
07	Time	To review selected combat camera materials (for release, until release, including products to be released by public affairs representatives, before delivery to the releasing agency).
08	Percent	Of photographic images and electronic documentation available.
09	Percent	Of presented coverage deemed suitable by customer (such as audience attention and share).
10	Percent	Of subject coverage requests filled.

SECTION II – ART 5.2: CONDUCT COMMAND POST OPERATIONS



5-65. Units man, equip, and organize command posts to control operations for extended periods. Effective command post personnel use information systems and equipment to support 24-hour operations while they continuously communicate with all subordinate units and higher and adjacent units. The command post performs the mission command warfighting functions discussed in succeeding subtasks. (FM 6-0) (USACAC)

Note: ART 6.4.3 (Establish Local Security) and ART 6.10.1 (Conduct Operations Security) address tasks inherently associated with conduct of command post operations. The measures of performance for those tasks are not included with the measures of performance of any of the tasks in this chapter since they are separate tasks.

No.	*Scale*	*Measure*
01	Yes/No	Command post supported commanders in exercising mission command of their units to accomplish the mission within the time and parameters specified by the higher commander and as stated in the operation order.
02	Time	To form command post from fully operational headquarters.
03	Time	To determine command post structure.
04	Time	To accomplish missions.
05	Percent	Of tactical actions or operations that were executed.
06	Percent	Of missions accomplished.

ART 5.2.1 CONDUCT COMMAND POST OPERATIONS TO SUPPORT TACTICAL OPERATIONS

5-66. Units organize, create or erect, and operate the command post in a manner that allows it to perform staff functions effectively for a particular operation. (FM 6-0) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Command post supported commanders in exercising mission command of their units to accomplish the mission within the time the operation order specified.
02	Yes/No	Command post communicated critical information with higher and subordinate headquarters, adjacent headquarters, and supported headquarters in near-real time.
03	Time	To establish command post for operations.
04	Percent	Of mission command functions performed to standard.
05	Percent	Of signal nodes that possessed required communications capabilities.
06	Percent	Of essential mission command, communications, and computer systems accessible from all subordinate locations.
07	Percent	Of required staff positions and materiel filled.
08	Number	Of times that subordinate commanders were unable to communicate with force headquarters.

ART 5.2.1.1 Organize People, Information Management Procedures, and Equipment and Facilities

5-67. Units organize personnel, information management procedures, and equipment and facilities essential for using and communicating the common operational picture and information to achieve situational understanding and to direct the conduct (planning, preparing for, executing, and assessing) of operations. (ADP 6-0) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Organization and level of resources met mission command systems requirements.
02	Time	To submit host-nation supportability requests.
03	Time	To obtain host-nation supportability approval.
04	Time	To form a staff (from activation order) for a force.
05	Time	To staff and equip mission command systems.
06	Time	To establish and approve mission command systems architecture.
07	Number	Of required mission command systems resources identified.
08	Percent	Of required mission command systems resources provided.

ART 5.2.1.2 Organize Command Post to Support Command Functions

5-68. Units arrange command post equipment and facilities in a manner that effectively supports the personnel performing command functions for a specific operation or situation. (FM 6-0) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Command post organization facilitated performing command functions for a specific operation.
02	Time	After constitution of command post to establish “daily battle rhythm.”
03	Percent	Of normal operations covered by procedures.
04	Number	Of incidents of friendly forces orders or taskings significantly delayed because of unclear relationships within headquarters.
05	Number	Of incidents of friendly forces orders or taskings significantly delayed.

ART 5.2.1.3 Establish or Revise Standard Operating Procedures

5-69. Units create or modify a set of instructions covering those tasks and functions that lend themselves to a definite or standard procedure without a loss of effectiveness. The standard operating procedures are effective unless ordered otherwise to meet altered conditions. (FM 6-0) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Unit's standard operating procedures or its revisions facilitated mission accomplishment and warfighting functions integration.
02	Yes/No	Commands had policies and procedures for operation and maintenance of information systems.
03	Yes/No	Commands had restoration plans for critical failures.
04	Percent	Of normal operations covered by procedures.
05	Percent	Of procedures revised during operations.
06	Percent	Of total down time for operational mission command systems attributed to failure to follow established policies and procedures.

ART 5.2.2 DISPLACE THE COMMAND POST

5-70. Units move or transfer the principal facility used by the commander to exercise mission command of tactical operations of a specific operation. (FM 6-0) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Command post displaced when necessary and resumed supporting the commander within the time the operation order specifies.
02	Time	To displace and establish command post in new location.
03	Time	To resume full operations in new location.
04	Number	Of incidents of degraded mission command effectiveness during displacement.
05	Number	Of incidents of operations affected negatively by displacement.

ART 5.2.2.1 Prepare the Command Post for Displacement

5-71. Units execute activities before movement to facilitate the command post move. These activities include, but are not limited to, dismantling information systems and associated networks, dismantling the facilities and equipment, and packing elements of the command post per load plans. (ATP 3-09.60) (USAFCOE)

No.	*Scale*	*Measure*
01	Yes/No	Command post prepared for displacement within the time that either the unit standard operating procedures or operation order specified.
02	Yes/No	Unit planned for continuous communications during command post displacement.
03	Time	Before displacement to publish plan.
04	Time	To dismantle information systems and networks, facilities, and equipment.
05	Time	To pack for displacement.
06	Percent	Of command post packed per loading plans or standard operating procedures.

ART 5.2.2.2 Select, Reconnoiter, and Evaluate the New Command Post Location

5-72. Units decide and confirm the suitability of the location to which the command post should displace, including the time of and movement. (ATP 3-09.60) (USAFCOE)

Note: ART 1.3 (Conduct Tactical Troop Movements) covers movement of command posts.

No.	Scale	Measure
01	Yes/No	Selection, reconnaissance, and evaluation of the new command post location resulted in a new location that effectively supported the exercise of mission command.
02	Time	To form reconnaissance party.
03	Time	For reconnaissance party to decide and confirm suitability of new location.
04	Time	For reconnaissance party to communicate findings to command post.
05	Percent	Of decisions of reconnaissance party valid for command post functions.

ART 5.2.2.3 Occupy the New Command Post Location

5-73. Units execute activities following a tactical or administrative movement to establish and conduct command post operations. (ATP 3-09.60) (USAFCOE)

No.	Scale	Measure
01	Yes/No	Occupation of the new command post location allowed the command post to support the commander effectively in the exercise of mission command and within the time the unit standard operating procedures or operation order specified.
02	Yes/No	Location of new command post met security requirements.
03	Time	To account for 100 percent of personnel and equipment after last arrival at final destination.
04	Time	To unpack equipment from transport.
05	Time	To set up facilities and information systems and networks for operation.
06	Time	To reestablish communications links after arrival.
07	Percent	Of mission command functions performed effectively after arrival.

ART 5.2.2.4 Transfer Command Post Functions During Displacement

5-74. Units reassign command post functions from the old location to the new location. Maintaining continuity during displacement or catastrophic loss requires designating alternative command posts and procedures for passing control between them. Standard operating procedures address providing continuity when units lose communications with the commander, subordinates, or a particular command post. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Transfer of command post functions allowed the unit mission command systems to maintain command post functions without disruption.
02	Time	To transfer command control to alternate command post.
03	Percent	Of effectiveness of alternate command post.
04	Percent	Of communications with subordinate headquarters during displacement.
05	Percent	Of effectiveness of command post functions during displacement.
06	Percent	Of command post functions not performed during displacement.

ART 5.2.3 EXECUTE SLEEP PLANS

5-75. Units identify, counter, and minimize the degrading effects of night operations and sleep loss on units as they execute continuous operations. (FM 6-22.5) (USAMEDDC&S)

No.	Scale	Measure
01	Yes/No	Unit prepared sleep plan.
02	Yes/No	Unit sleep plan provided adequate rest for effective performance over time.
03	Yes/No	Unit complied with sleep plan during operations.

No.	Scale	Measure
04	Percent	Of Soldiers obtaining sleep within the parameters of FM 6-22.5.
05	Number	Of Soldiers unable to perform due to lack of sleep.

ART 5.2.4 MANAGE STRESS

5-76. Units identify, counter, and minimize the degrading effects of stress on units as they execute continuous operations. (FM 6-22.5) (USAMEDDC&S)

No.	Scale	Measure
01	Yes/No	Unit identified, countered, and minimized effects of stress on Soldiers to avoid degrading unit performance and mission accomplishment.
02	Number	Of misbehavior incidents due to effects of stress.
03	Number	Of decisions degraded by stress.

ART 5.2.5 MAINTAIN CONTINUITY OF COMMAND

5-77. Units ensure—through succession of command and the ability of the commander to exercise command continuously from any point in the area of operations—continuity in the exercise of the authority of command and continuity in the performance of functions, tasks, or duties necessary to accomplish a mission. ART 5.2.5 includes maintaining the functions and duties of the commander as well as the supporting functions and duties performed by the staff and others acting under the authority and direction of the commander. (FM 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit maintained continuity of command throughout the mission.
02	Time	That commander was not available for command functions.
03	Time	Of communications loss with subordinates.
04	Time	To restore commander's understanding of current situation.
05	Time	To transfer command from one commander to another.
06	Number	Of times communications with the commander were lost.
07	Number	Of times the commander lost communications with subordinates.

ART 5.2.6 TRANSITION TO A JOINT TASK FORCE

5-78. The combatant commander assigns the regionally aligned Army headquarters as a joint task force (JTF) for planning contingency plans and operation plans. (ADRP 3-0) (USACAC)

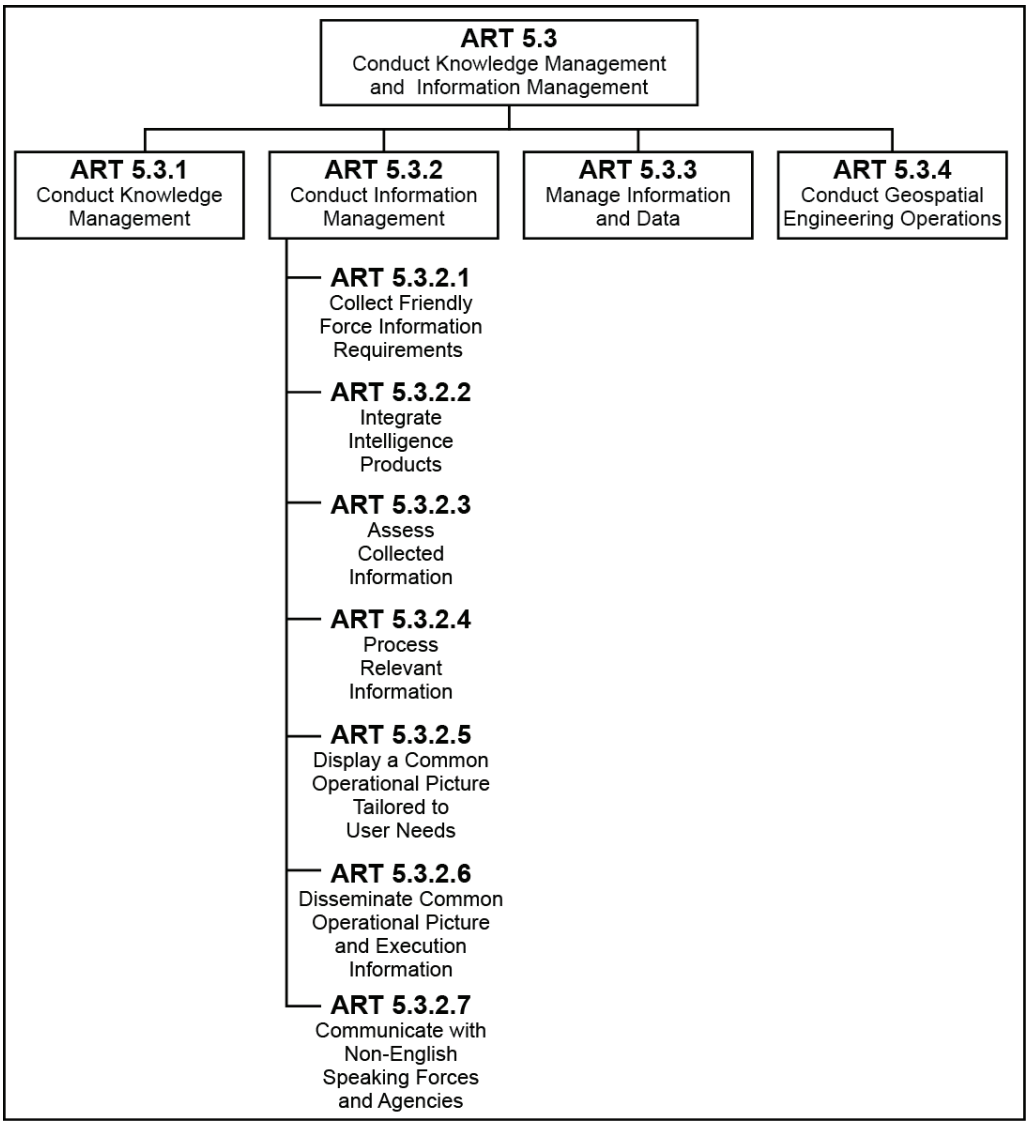
No.	Scale	Measure
01	Yes/No	Unit met requirements of the supported combatant commander in mission-essential tasks.
02	Yes/No	Unit prepared a JTF-capable headquarters (HQ) joint manning document that the supported combatant commander had approved as the baseline document that can be modified, as necessary, and sourced should the JTF-capable HQ be activated as a JTF HQ.
03	Yes/No	Unit prepared a JTF-capable HQ joint mission-essential equipment list that can be resourced to meet the supported combatant commander's command and control system requirements for that HQ.
04	Yes/No	Unit implemented a JTF-capable HQ joint training plan that supported the combatant commander's readiness requirements for the JTF HQ, to include interagency and multinational participation.
05	Yes/No	Unit possessed acceptable mission readiness posture and reported readiness as a JTF-capable HQ, in accordance with the combatant commander's published readiness reporting protocols.

ART 5.2.7 TRANSITION TO A JOINT FORCE LAND COMPONENT

5-79. The combatant commander assigns the regionally aligned Army headquarters as a joint force land component command for planning contingency plans and operation plans. (FM 3-94) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Unit met requirements of the supported joint force commander (JFC) in mission and mission-essential tasks.
02	Yes/No	Unit prepared a joint force land component command-capable headquarters (HQ) joint manning document that the supported JFC had approved as the baseline document that can be modified, as necessary, and sourced should the joint force land component command-capable HQ be activated as a joint force land component command HQ.
03	Yes/No	Unit prepared a joint force land component command-capable HQ joint mission-essential equipment list that can be resourced to meet the supported JFC's command and control system requirements for that HQ.
04	Yes/No	Unit implemented a joint force land component command-capable HQ joint training plan that supported the JFC's readiness requirements for the joint force land component command HQ, to include Marines Corps, special operations forces, interagency, and multinational participation.
05	Yes/No	Unit possessed acceptable mission readiness posture and reported readiness as a joint force land component command-capable HQ, in accordance with the JFC's published readiness reporting protocols.

SECTION III – ART 5.3: CONDUCT KNOWLEDGE MANAGEMENT AND INFORMATION MANAGEMENT



5-80. Staffs apply the science of control to support the commander's tasks by conducting knowledge management and information management. *Knowledge management* is the process of enabling knowledge flow to enhance shared understanding, learning, and decisionmaking. *Information management* is the science of using procedures and information systems to collect, process, store, display, disseminate, and protect data, information, and knowledge products. (ADRP 6-0) (USACAC)

Note: Knowledge management supports improving organizational learning, innovation, and performance. Information management disseminates timely information to and protects relevant information for commanders and staffs. Information management helps commanders develop situational understanding.

ART 5.3.1 CONDUCT KNOWLEDGE MANAGEMENT

5-81. Units facilitate situational understanding through knowledge management. Units conduct knowledge management to enhance shared understanding through the alignment of people, processes, and tools within the organizational structure and culture to increase collaboration and interaction between leaders and subordinates. This results in better decisions and enables improved flexibility, adaptability, integration, and synchronization to achieve a position of relative advantage. (ADRP 6-0) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Unit facilitated answering critical information requirements.
02	Yes/No	Unit executed the knowledge management process.
03	Yes/No	Unit arranged components of the mission command system to enhance shared understanding.
04	Yes/No	Unit established and maintained collaboration networks and multiple means to support shared understanding.

ART 5.3.2 CONDUCT INFORMATION MANAGEMENT

5-82. The staff uses information management to assist the commander in building and maintaining understanding. The staff studies an operational environment, identifies information gaps, and helps the commander develop and answer information requirements. Collected data are then organized and processed into information for development into and use as knowledge. Information becomes knowledge, and that knowledge becomes a source of information. (ADRP 6-0) (USACAC)

ART 5.3.2.1 COLLECT FRIENDLY FORCE INFORMATION REQUIREMENTS

5-83. Units collect data about friendly forces from the information environment for processing, displaying, storing, and disseminating to support command functions. (ADRP 5-0) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Unit collected friendly force information and data and uploaded it into the information environment.
02	Yes/No	Information collected about friendly forces supported decision making.
03	Yes/No	Information collected was current.
04	Percent	Of accuracy of information on essential logistics, maintenance, and personnel requirements and reports.
05	Percent	Of accuracy of information regarding subordinate unit deployments.
06	Percent	Of accuracy of data used by operations staff.
07	Percent	Of accuracy of subordinate unit status.
08	Percent	Of friendly units or organizations and personnel with current status known.

ART 5.3.2.2 INTEGRATE INTELLIGENCE PRODUCTS

5-84. Units that integrate intelligence products collect intelligence products from intelligence sources and combine them with friendly force information requirements for use in command functions. (FM 3-55) (USACAC)

Note: ART 2.3 (Conduct Information Collection) involves collecting information about the enemy or adversary and other conditions in the area of operations.

No.	Scale	Measure
01	Yes/No	Intelligence products integrated by information management supported decision making.
02	Time	To establish connectivity with component intelligence agencies, combatant command, and national intelligence agencies (after arrival).
03	Time	To integrate intelligence products by users or common operational picture.
04	Percent	Of accuracy of intelligence situation displays integrated with other mission-essential information.
05	Percent	Of intelligence products properly integrated with other information.

ART 5.3.2.3 ASSESS COLLECTED INFORMATION

5-85. Units that assess collected information apply the criteria of accuracy, timeliness, usability, completeness, and precision to evaluate the quality of relevant information collected. (ADRP 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Relevant information that meets the quality criteria served the commander's needs.
02	Time	To assess collected relevant data.
03	Percent	Of available information examined and considered in latest status reporting.
04	Percent	Of accuracy of data transmitted and disseminated.
05	Percent	Of time information passed by specified time.
06	Percent	Of time information on commander's critical information requirements passed by specified time.
07	Percent	Of time mission-essential information and threat assessments passed by specified time.
08	Percent	Of reports with no significant errors.

ART 5.3.2.4 PROCESS RELEVANT INFORMATION

5-86. Units that perform this task add meaning to relevant information by formatting, plotting, translating, correlating, aggregating, organizing, categorizing, analyzing, and evaluating it to create the common operational picture. (ADRP 6-0) (USACAC)

Note: The common operational picture is an operational picture tailored to the user's requirements based on common data and information shared by more than one command. The common operational picture facilitates collaborative planning and helps all echelons to achieve situational understanding.

No.	Scale	Measure
01	Yes/No	Meaning added to relevant information to create the common operational picture supported decision making.
02	Time	To compile appropriate reports.
03	Time	To provide analysis and evaluation to information.
04	Percent	Of time that unit maintained accurate and current common operational picture in the area of operations.
05	Percent	Of reports processed within time limits.

ART 5.3.2.5 DISPLAY A COMMON OPERATIONAL PICTURE TAILORED TO USER NEEDS

5-87. Units that perform this task present relevant information in audio or visual formats that convey the common operational picture (COP) for decision making and exercising other command functions. The COP

format should be easily understandable to the user and tailored to the needs of the user and the situation. (ADRP 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit tailored the COP to the user's needs and the situation was easily understandable.
02	Time	Between the force COP and the real-world situation to maintain operational information, force status, and the capability to respond to an emerging situation and project branches or sequels.
03	Time	To display shared local databases.
04	Time	For decision maker to understand display in decision making.
05	Percent	Of accurate mission-essential information maintained on situation displays.
06	Percent	Of current operational data displays.

ART 5.3.2.6 Disseminate Common Operational Picture and Execution Information

5-88. Units convey relevant information of any kind from one person or place to another by any means to improve understanding or to initiate or govern action, conduct, or procedure. (ADRP 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Common operational picture and information was disseminated between headquarters in time and with sufficient quality and quantity to allow those headquarters to initiate actions that met the commander's intent.
02	Yes/No	After approval, components and adjacent units received all orders and plans.
03	Time	To process and disseminate status information (to subordinate units).
04	Time	To communicate all approved orders and plans to subordinate and adjacent units.
05	Time	To prepare and forward situation reports.
06	Percent	Of organizations or units receiving latest information.
07	Percent	Of command plans, reports, and other information passed error free.
08	Percent	Of addressees that received message.
09	Percent	Of addressees that received critical planning messages (such as warning orders).
10	Percent	Of messages sent outside normal communications channels.
11	Percent	Of accurate orders and requirements transmitted or disseminated within reporting criteria.
12	Percent	Of information that got to appropriate people.
13	Percent	Of reports disseminated to all agencies within time limits.
14	Percent	Of time mission-essential information passed within established criteria.
15	Number	Of instances where incoming information (which could affect outcome of operation) was not received by the person responsible for action.

ART 5.3.2.7 Communicate with Non-English Speaking Forces and Agencies

5-89. Units that perform this task communicate verbally, nonverbally, in writing, or electronically in the appropriate language of multinational, host-nation, and nongovernmental forces and agencies to meet all communication requirements. This task requires United States personnel to establish and maintain effective rapport with the leaders and staff of multinational or host-nation forces. They achieve information exchange with multinational forces by establishing a multinational information sharing enterprise called a coalition and multinational wide area network (WAN). (JP 6-0) (JS)

Note: Classified and sensitive information is not passed to multinational partners in violation of policy guidance.

No.	Scale	Measure
01	Yes/No	Communications with non-English speaking personnel sufficiently met all mission command requirements to allow mission accomplishment effectively by the force as a whole.
02	Yes/No	Unit protected classified and sensitive information when communicating with multinational partners.
03	Time	To communicate information or orders from one language to another orally or in writing.
04	Time	To develop interpersonal relationships.
05	Percent	Of needed information, not passed to or received by allies (due to lack of equipment interoperability).
06	Percent	Of needed information not passed to allies due to classification constraints.
07	Percent	Of accuracy of communication with non-English speaking forces and agencies.
08	Percent	Of required linguist support provided.
09	Number	Of missions not accomplished and commitments not met due to faulty or lacking language support.
10	Number	Of cultural mistakes occurred while dealing with non-English speaking forces or agencies.

ART 5.3.3 MANAGE INFORMATION AND DATA

5-90. Units manage information and data, identify information, and then direct relevant information to the right person at the right time in a usable format to facilitate situational understanding and decision making. Units use procedures and information systems to collect, process, display, store, and disseminate data and information. (ADRP 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit collected, processed, displayed, stored, and disseminated information and data and then directed relevant information to the right persons at the right time in a usable format to facilitate situational understanding and decision making.
02	Time	To direct, establish, and control the means by which the various staffs and forces sent and received operationally significant data or information to minimize operations delayed or affected because of lack of information.
03	Time	For common operational picture to reflect real-world situation.
04	Percent	Of critical information acquired and disseminated to subordinate commanders and appropriate members of subordinate staffs.
05	Percent	Of time that data was presented to the decision maker in the requested format.

ART 5.3.4 CONDUCT GEOSPATIAL ENGINEERING ACTIVITIES

5-91. Geospatial engineering activities include functions of terrain analysis, data collection, data generation, database management, data manipulation and exploitation, cartographic production and reproductions, and geodetic survey. Geospatial engineering operations focus on data generation, data management, terrain analysis, and the presentation of their results to the commander. The functions are all interdependent so to prepare a geospatially accurate and timely enabled common operational picture for the commander. (ATP 3-34.80) (USAES)

Note: The inclusion of this task does not change the steps of the intelligence preparation of the battlefield process described in ATP 2-01.3.

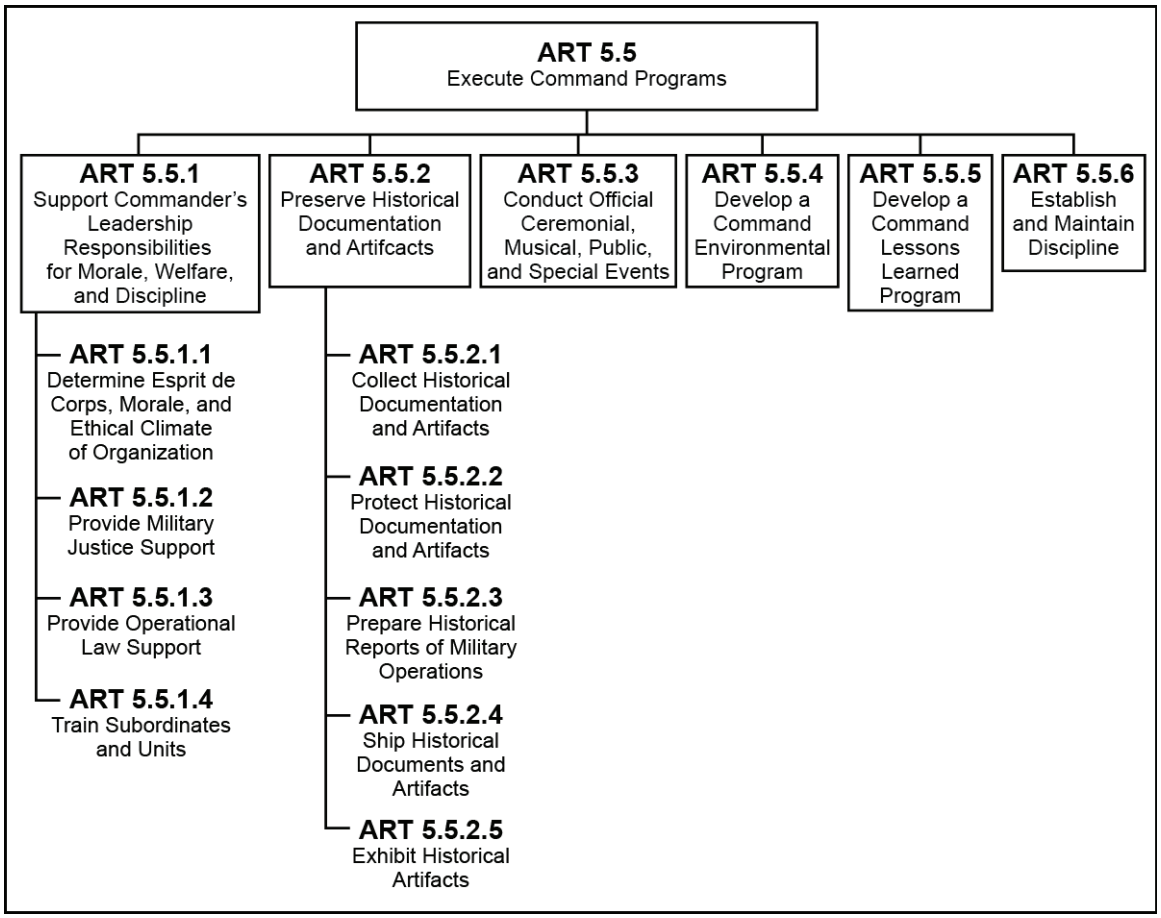
No.	Scale	Measure
01	Yes/No	The availability of accurate geospatial products allowed the commander to deploy and employ the weapon systems effectively.
02	Yes/No	The availability of accurate geospatial products allowed supported commanders and staffs to visualize their areas of operations, interest, and influence.
03	Yes/No	The availability of accurate geospatial products allowed supported commanders and staffs to target enemy systems effectively.
04	Yes/No	The availability of accurate geospatial products allowed supported commanders and staffs to plan air and ground missions efficiently.
05	Yes/No	The availability of accurate geospatial products allowed supported commanders and staffs to counter enemy weapons and intelligence collection capabilities.
06	Yes/No	The availability of accurate geospatial products supported the commander and staff's plans to avoid areas.
07	Time	To complete terrain analysis of an area of operations and prepare products supporting intelligence preparation of the battlefield.
08	Time	To complete geodetic survey in the area of operations.
09	Time	To produce and reproduce geospatial information in sufficient quantities to meet supported unit demand.
10	Number	And types of engineer topographic elements available to support unit operations.

SECTION IV – ART 5.4: CONTROL TACTICAL AIRSPACE

5-92. This ART covers how units maximize the combat effectiveness of all tactical airspace users to include manned and unmanned aircraft systems, munitions, and directed energy systems in support of the operation. Units prevent fratricide, enable responsive offensive and defensive fires, and permit greater flexibility of tactical operations. Units plan, prepare, and execute the unit airspace plan. This ART covers how units continuously assess airspace use and adjust the plan as required to resolve conflicts while supporting commanders' priorities and risk guidance. (FM 3-52) (USACAC)

No.	Scale	Measure
01	Yes/No	The unit determined integrated airspace user requirements.
02	Yes/No	The unit developed airspace usage priorities.
03	Yes/No	The unit coordinated air traffic service, sensor emplacement, and data links.
04	Yes/No	The unit determined combat identification authority and procedures for airspace users.
05	Yes/No	The unit developed rules of engagement and early warning procedures for air defense operations in the area of operations (AO).
06	Yes/No	The unit determined reporting requirements and monitoring methods for manual reporting.
07	Yes/No	The unit integrated airspace use within the AO.
08	Yes/No	The unit developed airspace coordinating measures to support planned operations.
09	Yes/No	The unit developed Appendix 10 (Airspace Control) to Annex C (Operations) to the operation order.
10	Yes/No	The unit processed airspace orders and directives.
11	Yes/No	The unit managed airspace control information displays.
12	Yes/No	The unit determined track identification for airspace users.
13	Yes/No	The unit monitored assigned airspace and airspace users within assigned AO.
14	Yes/No	The unit resolved real-time conflicts for airspace users within the AO.

SECTION V – ART 5.5: EXECUTE COMMAND PROGRAMS



5-93. Command programs are programs required by the United States Code (known as USC) and Army regulations. In some cases, doctrine also addresses aspects of these programs. Command programs include the following tasks: support commander's leadership responsibilities for morale, welfare, and discipline; preserve historical documentation and artifacts; conduct official ceremonial, musical, public, and special events; develop a command environmental program; and develop a command lessons learned program. (ADP 1) (USACAC)

ART 5.5.1 SUPPORT COMMANDER'S LEADERSHIP RESPONSIBILITIES FOR MORALE, WELFARE, AND DISCIPLINE

5-94. Units support the commander's stewardship responsibilities for creating and maintain a positive command climate, promoting professional development, and improving esprit de corps, morale, welfare, and discipline of Soldiers and Department of the Army Civilians. (ADP 1) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Commander fulfilled responsibilities for the morale, welfare, and discipline of Soldiers and Department of the Army Civilians.
02	Yes/No	Unit's mission was degraded, delayed, or disrupted due to stress-related illness or injury.
03	Yes/No	Commanders and senior noncommissioned officers, as stewards of the Army Profession, conducted professional development training.

No.	Scale	Measure
04	Yes/No	Leaders selected and ensured Soldiers and Department of the Army Civilians attended appropriate professional military education or civilian education system courses.
05	Percent	Of Soldiers in the command involved in disciplinary cases.
06	Percent	Of leaders trained or educated appropriate to rank.
07	Number	Of unit and personal commendations for achievement.
08	Number	Of unit and personal commendations for bravery.
09	Number	Of incidents of disrespect to authorities or unit.

ART 5.5.1.1 Determine Ésprit de Corps, Morale, and Ethical Climate of Organization

5-95. Morale, the human dimension's most important intangible element, is an emotional bond that impacts the quality of organizational cohesion in the accomplishment of missions. The unit's ethical climate affects motivation and the trust Soldiers feel for their team and leaders. Soldiers draw strength and ésprit de corps from knowing they are part of long-standing tradition. (ADRP 6-22) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit accurately and regularly determined the morale of Soldiers and Department of the Army Civilians and moral climate of organization.
02	Yes/No	Unit assessed, established, and maintained a positive command climate.
03	Yes/No	Unit conducted an ethical climate assessment survey or multi-source assessment feedback tool.
04	Yes/No	Unit created a positive environment that fostered ésprit de corps and teamwork, promoted cohesion, and encouraged initiative and acceptance of responsibility.
05	Percent	Of crimes reported involving military behavior in violation of statutes of the Uniform Code of Military Justice.
06	Percent	Of reports from unit ministry team on level of morale that indicate the level is below average.
07	Number	Of morale incidents reported through medical channels.

ART 5.5.1.2 Provide Military Justice Support

5-96. Unit legal sections advise and assist the commander in the administration of the Uniform Code of Military Justice (UCMJ), to include the disposition of alleged offenses by courts-martial or nonjudicial punishment, appeals of nonjudicial punishment, and action on courts-martial findings and sentences. Unit legal sections supervise the administration and prosecution of courts-martial, preparation of records of trial, the victim-witness assistance program, and military justice training for all Army personnel. (FM 1-04) (TJAGLCS)

No.	Scale	Measure
01	Yes/No	Military justice administration assisted the commander in maintaining good order and discipline while promoting justice.
02	Yes/No	Staff judge advocate (SJA) provided pretrial advice to general court-martial convening authority under Article 34, UCMJ.
03	Yes/No	Non-referred sex offenses were forwarded for review by superior authority.
04	Yes/No	Convening authority selected court-martial using Article 25, UCMJ criteria.
05	Yes/No	DD Form 2703 (*Post-Trial Information for Victims and Witnesses of Crime*) was provided to victims and witnesses no later than adjournment.
06	Yes/No	Victim's election regarding notification was recorded on DD Form 2704 (*Victim/Witness Certification and Election Concerning Prisoner Status*).
07	Yes/No	Record of trial was served on accused and victim.
08	Yes/No	SJA recommendation was served on accused and victim.

No.	Scale	Measure
09	Yes/No	Initial action by convening authority was served on accused and victim.
10	Yes/No	DD Form 2702 (*Court-Martial Information for Victims and Witnesses of Crime*) was provided to victims and witnesses no later than referral.
11	Time	Between adjournment and initial action by convening authority.
12	Time	To prepare a formal record of proceedings under Article 15, UCMJ.
13	Time	Between appointment of preliminary hearing officer and receipt of DD Form 457 (*Preliminary Hearing Officer's Report*) by appointing commander.
14	Time	Between referral and service of charges upon accused.
15	Time	Between service of charges and arraignment of accused.
16	Time	Between earliest report of misconduct to command or military law enforcement and initial action by convening authority.
17	Time	Between pre-referral and referral of charges.
18	Percent	Of preliminary hearings conducted by non-judge advocate.
19	Percent	Of preliminary hearings waived by the accused.
20	Percent	Of cases fully contested.
21	Percent	Of special victim cases in which special victim prosecutor was detailed.
22	Number	Of record of proceedings under Article 15, UCMJ prepared.
23	Number	Of summary courts-martial reviewed in accordance with Rules for Courts-Martial (RCM) 1112.
24	Number	Of preliminary hearings under Article 32, UCMJ conducted.
25	Number	Of specifications that the hearing officer found unsupported by probable cause.
26	Number	Of specifications judicially dismissed for failure to state an offense.
27	Number	Of specifications judicially dismissed for lack of speedy trial.
28	Number	Of specifications judicially dismissed because statute of limitations had run.
29	Number	Of judicially entered findings of not guilty under RCM 917.
30	Number	Of rehearing or new action ordered by appellate authority.
31	Number	Of Soldiers who received mandatory military justice training.
32	Number	Of relief judicially granted to correct pretrial defects under Articles 32 or 34, UCMJ.
33	Number	Of relief judicially granted because of unlawful command influence.
34	Number	Of expert assistance judicially granted to defense after convening authority denial.
35	Number	Of judicially ordered relief from pretrial confinement.

ART 5.5.1.3 Provide Operational Law Support

5-97. Unit legal sections support military operations (the military decisionmaking process and conduct of operations) by performing mission analysis, preparing legal estimates, designing the operational legal support structure, and writing Tab C (Legal Support) to Appendix 2 (Personnel Services Support) to Annex F (Sustainment). Unit legal sections support military operations by assisting in the development and training of rules of engagement (ROE), reviewing all operation plans and orders, and maintaining situational understanding. Unit legal sections also support military operations by advising on the legal aspects of targeting, detainee operations and resettlement activities, stability or defense support of civil authorities tasks, and applying ROE and civil affairs operations. (FM 1-04) (TJAGLCS)

No.	Scale	Measure
01	Yes/No	Operational law support enhanced the chances of accomplishing the mission without violating the laws of war or ROE.
02	Yes/No	Unit had and followed planning and procedures for environmental considerations.
03	Yes/No	Unit determined ROE and clearly defined roles and responsibilities (including custody and transfer of detainees).

No.	Scale	Measure
04	Time	To assist drafting and reviewing of the ROE for the operation.
05	Time	Between commander's requests for and receipt of legal advice or support.
06	Time	To prepare legal estimates.
07	Time	To draft Tab C (Legal Support) to Appendix 2 (Personnel Services Support) to Annex F (Sustainment).
08	Time	Between requests for briefings on ROE or law of war and actual briefings.
09	Time	To review existing interagency and multinational agreements.
10	Time	To review operation plans.
11	Time	To advise on legal aspects of detainee operations and resettlement activities.
12	Time	To advise on the legal aspects of stability operations.
13	Time	To advise on the legal aspects of defense support of civil authorities operations.
14	Percent	Of unit personnel who received ROE briefings before deployment.
15	Percent	Of operational law judge advocates and support personnel with working knowledge of available Army information systems.
16	Percent	Of operational law judge advocates and support personnel with access to Army information systems.
17	Percent	Of operational law judge advocates and support personnel with access to the legal automation Army-wide system.
18	Percent	Of judge advocates who deployed with radio data links and radios.
19	Percent	Of judge advocates with access to a global positioning device.
20	Percent	Of judge advocates proficiently trained to use a global positioning device.
21	Percent	Of units or Soldiers that received legal briefings on ROE or law of war, status-of-forces agreements, and host-nation law before deployment.
22	Percent	Of operating cells with a judge advocate detailed.
23	Percent	Of missions in which a judge advocate participated in mission analysis.
24	Percent	Of targets reviewed by a judge advocate.
25	Percent	Of entities requiring legal liaison that had a designated judge advocate liaison.
26	Percent	Of crisis management team meetings attended by a judge advocate.
27	Percent	Of issues correctly identified, analyzed, and resolved to support the mission.
28	Percent	Of legal opinions that reflected an accurate view of the law.
29	Percent	Of legal opinions that answered the client's questions clearly and concisely.
30	Percent	Of legal opinions in a form that was useful to the client.
31	Percent	Of opinions reviewed by a supervisor before release.

ART 5.5.1.4 Train Subordinates and Units

5-98. Units instruct personnel to improve their capacity individually and collectively to perform specific military functions and tasks. Training prepares Soldiers, leaders, and units to conduct tactical operations and win. (ADRP 7-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Training prepared Soldiers, leaders, and units to accomplish their missions.
02	Time	For unit and personnel to perform training to standard.
03	Percent	Of units able to accomplish missions.
04	Percent	Of personnel able to perform assigned duties in missions.
05	Percent	Of mission-essential tasks trained to standard under prescribed conditions.
06	Percent	Of mission-essential tasks performed to standard in operations.

ART 5.5.1.4.1 Develop Mission-Essential Task List

5-99. Units compile collective mission-essential tasks that must be performed successfully if an organization is to accomplish its operational missions. (ADRP 7-0) (USACAC)

Note: Headquarters, Department of the Army approved standardized mission-essential task lists (METLs) for selected brigade-sized units are available on the Army Training Network (ATN) METL viewer.

No.	*Scale*	*Measure*
01	Yes/No	Unit developed a METL that reflected the higher command METL and guidance.
02	Percent	Of mission-essential tasks selected corresponding to missions.
03	Percent	Of increase in effectiveness of unit and individuals on mission-essential tasks as a result of training relative before training.
04	Number	Of missions that a unit received that were not on its METL.

ART 5.5.1.4.2 Plan Training

5-100. Units identify a desired outcome, develop effective ways of achieving it, recommend the most effective one, and produce a sequence of activities that achieve expected results. ART 5.5.1.4.2 includes assessing training proficiency, articulating a training vision, issuing training guidance, managing time, establishing training events, and allocating training resources to activities and events. (ADRP 7-0) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Training plan reflected command and doctrinal guidance and the existing factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations that if executed will achieve the desired performance in operations.
02	Yes/No	Environmental regulations, laws, and considerations were taken into account during planning and present in procedures being followed.
03	Time	To establish required training program (from mission change).
04	Time	To prepare training plan.

ART 5.5.1.4.3 Prepare for Training

5-101. Units initiate and perform activities before execution to improve their ability to train successfully. ART 5.5.1.4.3 includes rehearsals of trainers; preexecution checks of individuals and units to be trained, trainers to execute and evaluate training, and training support required; assembly of allocated training resources; and elimination of potential training distracters. (ADRP 7-0) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Trainers and training resources were available and ready for the training audience when they arrived.
02	Yes/No	Unit planned for and followed environmental regulations, laws, and considerations.
03	Time	For units and personnel to begin training.
04	Time	For rehearsals of trainers.
05	Time	To assemble and position training resources.
06	Percent	Of required training resources provided and assembled.

ART 5.5.1.4.4 Execute Training

5-102. Units put a plan into action by applying training resources to accomplish the training mission or objective. ART 5.5.1.4.4 includes effective presentation and practice during execution that is accurate, well structured, efficient, realistic, safe, and effective. (ADRP 7-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Training to established standards accomplished training mission.
02	Yes/No	Unit planned for and followed environmental regulations, laws, and considerations.
03	Time	To complete required training.
04	Percent	Of units and assigned personnel attending and participating in training.
05	Number	Of accidents during training.
06	Number	Of times that planned training activities were modified for safety considerations.

ART 5.5.1.4.5 Assess Training

5-103. Units evaluate the demonstrated ability of individuals, leaders, and units against specified training standards. Training may be evaluated against the training objectives or task training standards. (ADRP 7-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Commander knew which tasks were performed at or above standard and which tasks did not meet standards.
02	Yes/No	Unit evaluated training against training objectives or performance standards.
03	Yes/No	The opposing force, training conditions, and observers and controllers were sufficient to trigger realistic training events.
04	Yes/No	Unit completed at least one after action review per major training event.
05	Yes/No	Unit planned for and followed environmental regulations, laws, and considerations.
06	Time	To devise and complete training assessments.
07	Percent	Of personnel and units that met standard.
08	Percent	Of mission-essential task list trained to standard.
09	Percent	Of mission-essential tasks that met mission requirements.

ART 5.5.2 PRESERVE HISTORICAL DOCUMENTATION AND ARTIFACTS

5-104. This ART covers how units collect and safeguard paper, photographic images, electronic documentation, and artifacts of key events, decisions, and observations of joint or multinational operations or campaigns to support lessons learned analysis, public affairs efforts, doctrine development, and historical retention and writing. This task includes attending key briefings and meetings and interviewing key personnel to gather first-hand observations, facts, and impressions. This task further includes keeping a daily journal of personal observations and key events and packaging and forwarding collected information to appropriate agencies. Historical teams prepare and submit contingency historical reports that include required data. (ATP 1-20) (Center of Military History)

No.	Scale	Measure
01	Yes/No	Artifacts were moved from the theater of operations and forwarded to an Army museum under the direction of the Center of Military History as soon as possible.
02	Yes/No	Historical team used appropriate technology to accomplish the mission.
03	Yes/No	Supported units received timely, accurate, and relevant historical products and services.
04	Yes/No	Historical team anticipated and responded to the supported commander's needs.
05	Yes/No	Commander and staff of the supported unit were aware of and had access to historical products and services.
06	Yes/No	Soldiers within supported unit were aware of Army and unit heritage, customs, and traditions.
07	Yes/No	Supported unit exploited history to build cohesion and communicate Army Values.

No.	Scale	Measure
08	Yes/No	Military history was incorporated into supported unit training.
09	Yes/No	Supported unit obtained proper policy exception authority to use or alter artifacts consumptively.
10	Yes/No	All explosive material was inspected by explosive ordnance disposal and rendered inert, as necessary.
11	Yes/No	All retained explosive artifacts were fully documented and recorded as inert.
12	Yes/No	Items of historical significance (mission statement, after action reviews, lessons learned summaries, and unit briefing slides) were maintained and submitted as part of the unit historical report per AR 25-400-2.
13	Yes/No	Historical team created and maintained organizational history files.
14	Yes/No	All artifacts sent from active operations were accompanied with complete documentation for provenance and historical significance.
15	Time	From termination of major event until all key personnel were interviewed.
16	Time	Before documents were available for lessons learned analysis.
17	Time	Before initial status reports were submitted to higher echelons.
18	Time	Before contingency historical reports and supporting documents were sent to a central collection point.
19	Time	To respond to and be on scene for short-notice tasking.
20	Time	Before after action reviews were submitted to higher echelons.
21	Percent	Of decision documents with predecisional material available.
22	Percent	Of key leaders interviewed after the event.
23	Percent	Of key staff members interviewed after the event.
24	Percent	Of properly captioned photographic images and electronic documentation available.
25	Percent	Of official documentation—such as maps, orders, photos, web pages—preserved in historical accounts.
26	Percent	Of operations that had enemy versions or accounts available for cross-referencing.
27	Percent	Of records retired or retained per G-1 records retirement system (rather than destroyed).
28	Percent	Of SFs 135 (*Records Transmittal and Receipt*) properly completed.
29	Percent	Of battles and engagements with photographic images and electronic documentation available.
30	Number	Of oral history interviews completed.
31	Number	Of end-of-tour interviews completed.

ART 5.5.2.1 Collect Historical Documents and Artifacts

5-105. Units collect documents, maps, photographs, video and audio recordings, artifacts, and other historical material that might not be preserved by retiring records. This task includes performing after-action interviews and special projects for subjects not treated in regular reports and documents. It also includes the collection of specific information for historical research projects being undertaken by higher historical offices when tasked to do so through command channels. (ATP 1-20) (Center of Military History)

No.	Scale	Measure
01	Yes/No	Unit collected and preserved documents and artifacts relating to military operations.
02	Yes/No	Historical team used appropriate technology to accomplish the mission.
03	Yes/No	All collected artifacts were reported to the chief of military history.
04	Yes/No	Historical documents and artifacts were properly classified and secured per their classification level.
05	Yes/No	Research collection was established to provide supported units with historical information relating to their current operations.

No.	Scale	Measure
06	Yes/No	Historians and archivists coordinated with staff division chiefs, action or project officers, and other key personnel to ensure documents, oral interviews, visual images, and other source materials pertaining to historically significant developments and events that took place in the command were placed in the historical research collection.
07	Yes/No	Historical research collections were established and maintained per AR 870-5.
08	Yes/No	Support history detachment advised and assisted the commander and record managers to ensure proper records management regarding documents designated as permanent (daily journals, plans, files, and so forth) per AR 25-400-2.
09	Yes/No	Unit and command histories were regularly prepared and transmitted per regulatory guidance.
10	Yes/No	Supporting military history detachment established working relationships with organization or installation records managers, librarians, and museum curators during the selection of documents for the collection to ensure that all source materials were available to the command.
11	Yes/No	Historians and archivists coordinated with museum personnel to differentiate between historical documents held by museums in support of their collections (as defined in AR 870-20).
12	Time	Before documents were available for lessons learned analysis.
13	Time	Before contingency historical reports and supporting documents were sent to a central collection point.
14	Percent	Of decision documents with predecisional material available.
15	Percent	Of photographic images and electronic documentation available.
16	Percent	Of official documentation—such as maps, orders, photos, web pages—preserved in historical accounts.
17	Percent	Of records retired or retained (rather than destroyed).
18	Percent	Of SFs 135 (*Records Transmittal and Receipt*) properly completed.
19	Percent	Of battles and engagements with photographic images and electronic documentation available.
20	Percent	Of artifacts unaccounted for after 100 percent inventory.
21	Percent	Of artifact records with an incorrect entry in the *location* block.
22	Number	Of end-of-tour interviews completed.

ART 5.5.2.2 PROTECT HISTORICAL DOCUMENTS AND ARTIFACTS

5-106. This ART covers preventing the damage of historical documents and artifacts by either external forces such as mishandling, an unstable environment, or by the intrinsic nature of the materials used to make them. Some historical records and artifacts materials are much more fragile than others are and may have special requirements for care. (ATP 1-20) (Center of Military History)

No.	Scale	Measure
01	Yes/No	Historical documents and artifacts were maintained as much as possible in a manner that prevented further deterioration while still allowing their use in historical and operational studies and education.
02	Yes/No	Paper documents were not exposed to excessive amounts of light. Lights were turned off in rooms that were not in use. Daylight was blocked by the use of curtains, shades, or plastic filtering films.
03	Yes/No	Paper documents were not exposed to rapid changes or extremes in temperature and humidity. Temperature was maintained at 68 degrees (within a range of plus or minus 5 degrees) Fahrenheit (20 degrees Celsius) and 50 percent (within a range of plus or minus 5 percent) relative humidity in book rooms that were in regular use.
04	Yes/No	Paper documents were shelved correctly.

No.	Scale	Measure
05	Yes/No	Paper documents were regularly checked for pest infestations.
06	Yes/No	Electronic documents were stored in formats that can be read by successive software programs per Department of Defense military standards.
07	Yes/No	Photographs were labeled properly on the back or on a sheet of paper containing the photo. Labels identified who, what, how, when, and where of the photograph and the photographer.
08	Yes/No	Artifacts containing organic materials—such as leather, fur, horn, feathers, ivory, wool, paper, and cotton—were protected as much as possible from environmental damage such as light, humidity, temperature variations, air pollution, pests, and destructive handling.
09	Yes/No	Artifacts composed of inorganic materials such as metal, stone, glass, and ceramics were protected as much as possible from environmental damage and destructive handling.
10	Percent	Of historical documents and artifact collection that had been properly treated to ensure preservation.

ART 5.5.2.3 Prepare Historical Reports of Military Operations

5-107. Units provide well-researched studies and analyses, accurate historical information, institutional memory, historical perspective, and input to lessons learned to support commanders and staffs in problem solving and decision making. (ATP 1-20) (Center of Military History)

No.	Scale	Measure
01	Yes/No	Echelon headquarters had a history program that provided studies and analyses, accurate historical information, institutional memory, and historical perspectives to its constituent commanders and staffs to support problem solving and decision making.
02	Yes/No	Echelon headquarters exercised staff supervision over subordinate unit and organizational history programs and activities (including biennial staff assistance visits to subordinate command history offices) as well as reviewed and evaluated the professional historical credentials and qualifications of all candidates for command historian positions in subordinate commands.
03	Yes/No	Historian prepared historical reports that supported leader development.
04	Yes/No	Command historian assisted in the planning and preparation of historical reports, including the command report.
05	Yes/No	Historian prepared short historical studies of immediate use to the command to provide insights concerning special tactics, techniques, and battlefield improvisations.
06	Time	Required to establish command historical programs to include monographs, doctrinal and special studies, histories, documentary collections, oral history interviews, and studies on topics and events of historical significance to the command and the Army.
07	Time	To prepare historical manuscripts for publication.
08	Time	To respond to historical inquiries from within or external to the supported unit.
09	Time	Required to perform instruction or teaching duties in military history when assigned to a Service school.
10	Percent	Of available historian resources devoted toward performing instruction or teaching in military history.
11	Number	Of doctrinal and special studies prepared.
12	Number	Of biennial staff assistance visits to subordinate command history offices.
13	Number	Of oral history interviews.
14	Number	Of historical inquiries for which a response was prepared.
15	Number	Of monographs prepared on selected operations, battles, activities, or problems.

ART 5.5.2.4 Ship Historical Documents and Artifacts

5-108. This ART covers preventing damage to historical records and artifacts during shipment to and from historical collections by external forces such as mishandling or an unstable environment. (ATP 1-20) (Center of Military History)

No.	*Scale*	*Measure*
01	Yes/No	When units no longer needed materials locally for research or references, they produced or collected forward materials through the theater historian to the Center of Military History.
02	Yes/No	Unit commanders maintained organizational history files by shipping those files to storage when the unit was inactivated, disbanded, or reduced to zero strength, while in a combat zone, or when otherwise unable to care for them.
03	Yes/No	Commanders of reactivated units or active units with stored organizational history files addressed their requests for the return of those files to the Center of Military History.
04	Yes/No	Questions concerning the proper packing of historical artifacts or art were referred directly to the Center of Military History or to a certified Army museum.
05	Yes/No	Historical artifacts and works of art were shipped commercially or by mail and packed to preclude any damage as described in FM 38-700.
06	Yes/No	The same level of care was taken to protect artifacts and art in transit as was used in their storage, including the use of museum-safe materials.
07	Yes/No	Historical artifacts and works of art were sent by registered mail (return receipt requested) when size and weight met commercial carrier requirements and when economically advantageous.
08	Yes/No	The artifact responsible officer obtained the chief curator's prior approval in writing (to include a document number assigned by the artifact accountable officer) before shipment of any item.
09	Yes/No	The artifact responsible officer provided a copy of the written approval, as part of the shipment, to the receiving museum, organization, or activity.
10	Yes/No	Shipments of artifacts containing hazardous materials or restricted material were shipped per current regulations and directives.
11	Number	And types of historical records and artifacts shipped to and from the headquarters.

ART 5.5.2.5 Exhibit Historical Artifacts

5-109. This task encompasses the visual means by which the interpretation of Army history is met and involves the exhibition of a portion of the collection of a museum or historical collection. It is the technique by which the majority of the institution's audience is reached. Museum exhibits encompass permanent, temporary, traveling, and remote displays. (ATP 1-20) (Center of Military History)

No.	*Scale*	*Measure*
01	Yes/No	Historical exhibits conformed to professional standards.
02	Yes/No	Army museums and museum activities were organizationally aligned where they were most effective as training, educational, and research institutions.
03	Yes/No	Exhibits and historical documents and artifact collections supported military training, education, research, and development.
04	Yes/No	Historical exhibit facilities and collections were maintained in a professional manner as directed in public law and Army regulations.
05	Yes/No	Historical artifacts and art held in custody by any Army agency or organization were accounted for, cataloged, preserved, transferred, and disposed of per AR 870-20.
06	Yes/No	Extreme care was taken to prevent the loss, damage, or destruction of historical artifacts or artwork.

ART 5.5.3 CONDUCT OFFICIAL CEREMONIAL, MUSICAL, PUBLIC, AND SPECIAL EVENTS

5-110. This task encompasses conduct world-class Army and Department of Defense ceremonial, musical, memorial affairs, and public events, locally and world-wide on behalf of the Nation's civilian and military leaders. Units conduct military ceremonies and provide ceremonial support for military and state funerals, memorial services and observances, and other Army-supported community events. (TC 3-21.5) (USAMCOE)

Note: This task includes public wreath laying ceremonies, State funerals, and the honor guard at the Tomb of the Unknown Soldier.

No.	*Scale*	*Measure*
01	Yes/No	Event support contributed to mission accomplishment either by enhancing unit cohesion and morale or by entertaining the civilian population.
02	Yes/No	Unit incorporated Army professional customs, courtesies, and traditions into events and ceremonies to enhance ésprit de corps.
03	Time	To rehearse the event required for the mission.
04	Time	To rehearse drill and ceremony required for the mission.
05	Time	To coordinate the performance of an assigned mission.
06	Time	To arrange logistic and administrative support for the band and other units participating in the event.
07	Time	To obtain recommendations and legal advice from the staff judge advocate.
08	Percent	Of authorized personnel required to perform the specific mission.
09	Percent	Of authorized musical equipment on hand and serviceable.

ART 5.5.4 DEVELOP A COMMAND ENVIRONMENTAL PROGRAM

5-111. Units identify areas affected by environmental considerations. Units determine specifics of a command program for a unit or organization that supports the Army program. Units develop a command environmental program. They successfully incorporate environmental considerations into all operations by implementing the commander's environmental program. The commander may use a designated unit environmental compliance officer to assist in implementing this program. (ATP 3-34.5) (USAES)

No.	*Scale*	*Measure*
01	Yes/No	Command environmental program prevented or mitigated the frequency of environmental incidents by Soldiers.
02	Yes/No	Environmental officer was trained and appointed on orders for all subordinate units per AR 200-1.
03	Yes/No	Unit standard operating procedures covered spill prevention and response, pollution prevention, and the use of the safety data sheets.
04	Yes/No	All Soldiers received and were current in their required environmental training.
05	Yes/No	Unit environmental compliance officer conducted preoccupation environmental survey of all sites to be occupied by the unit.
06	Time	Of measures introduced to mitigate or eliminate the risk of hazardous materials, petroleum, oils, and lubricants spills (or other types of releases).
07	Time	To modify the command environmental program to include new environmental considerations, rules, or specific guidance.
08	Number	Of violations of the command environmental program that occurred within a given time.
09	Number	Of environmental hazards not covered initially by the command environmental program.

ART 5.5.5 DEVELOP A COMMAND LESSONS LEARNED PROGRAM

5-112. Units identify lessons and best practices from training, operations, and experiments. Units determine specifics of a command program that supports the Army program. They successfully incorporate lessons and best practices into all operations. The commander uses a designated lesson manager to assist in implementing a program. (AR 11-33) (USACAC)

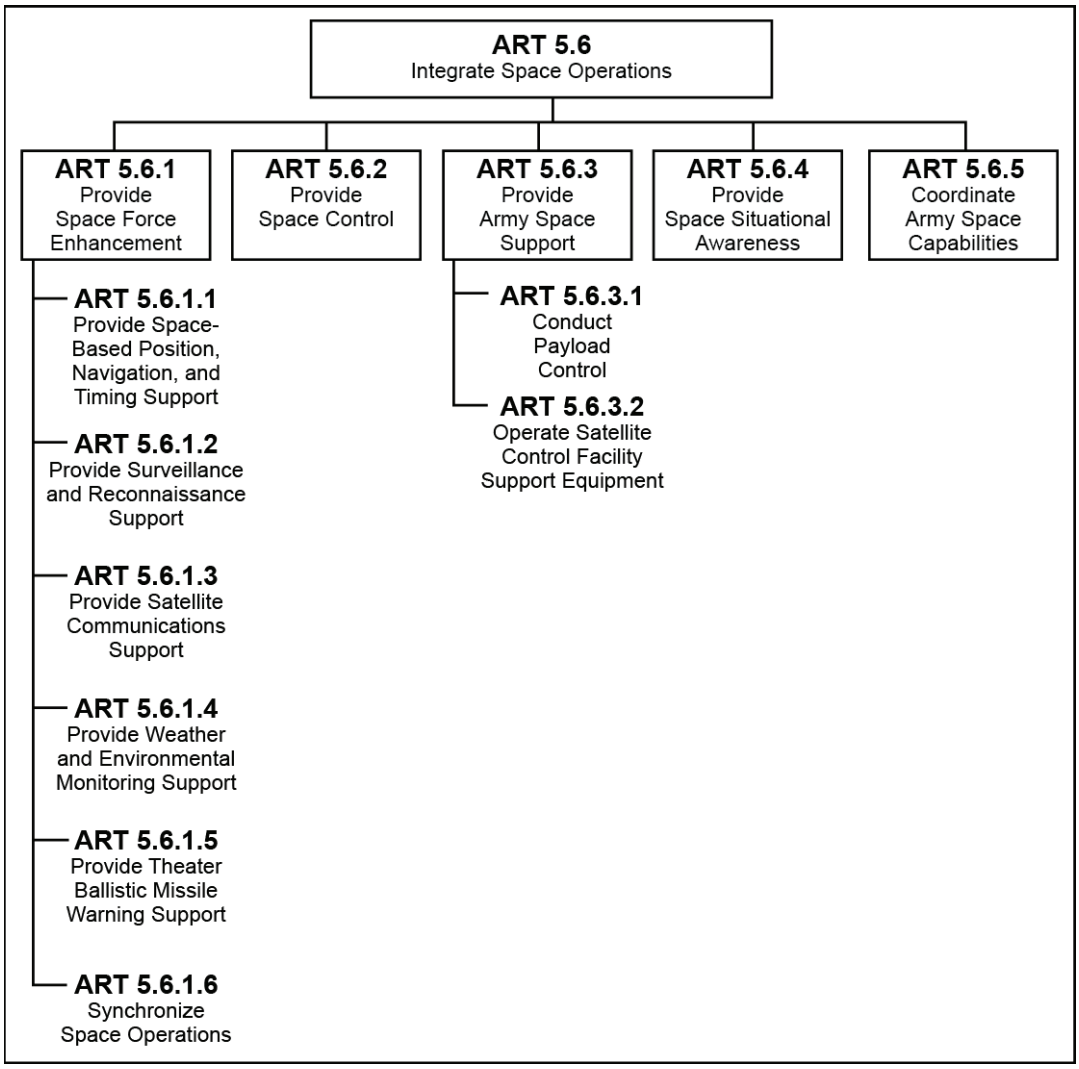
No.	*Scale*	*Measure*
01	Yes/No	Lesson manager was appointed for all units, brigade level and above.
02	Yes/No	Unit standard operating procedures covered discovery, validation, and integration of lessons and best practices.
03	Time	To submit after action reviews after exercises, operations, and other major events.
04	Number	Of observations submitted within the Joint Lessons Learned Information System.

ART 5.5.6 ESTABLISH AND MAINTAIN DISCIPLINE

5-113. Units establish and maintain discipline and military law enforcement by creating a positive and professional command climate and by establishing and enforcing Army and unit standards. They accomplish this with leadership teams that exhibit concern for the welfare of fellow Soldiers, who remain role models of strong moral-ethical character, who competently perform their duties, and who remain committed to the Army Values and the Army Ethic. Standards of acceptable behavior are set by law, regulation, policy, doctrine, and the customs and traditions of honorable service. Commanders and leaders at all levels ensure every member of the team meet standards. Discipline and adherence to standards are hallmarks of Army professionals. Discipline at the individual level is primarily self-discipline, living the Army Values—on and off duty. Military discipline is enforced and supported by all leaders; commander's exercise of authority under the Uniform Code of Military Justice and confinement activities that regulate the force to comply with command policies and directives, ensure a lawful and orderly environment, and suppress criminal behavior. (ADRP 1) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Army professionals internalized and practiced Army Values as demonstrated by their professional behavior.
02	Yes/No	Organization had a positive unit climate that promoted good order and discipline.
03	Number	Of incidents that involved sexual harassment or sexual assault within a given time.
04	Number	Of reported disciplinary events.
05	Number	Of incidents that involved off-duty Soldiers and alcohol or drugs within a given time.
06	Number	Of accidents that involved military vehicles within a given time.
07	Number	Of incidents that involved violent crimes reported within a given time.
08	Number	Of law and order incidents not covered by existing policy or standard operating procedures.

SECTION VI – ART 5.6: INTEGRATE SPACE OPERATIONS



5-114. Space capabilities are integrated thoroughly into the force structure to enable Army operations and are essential for mission accomplishment. Staffs down to brigade level integrate space capabilities and vulnerabilities into their mission analysis process. To ensure the maximum use of space, the Army integrates space capabilities into routine operations. (FM 3-14) (USASMDC)

ART 5.6.1 PROVIDE SPACE FORCE ENHANCEMENT

5-115. Units provide space force enhancement support to the commander, staff, and subordinate units using space-based sensors and payloads. Space force enhancement support to the Soldier includes position navigation and timing, reconnaissance and surveillance, communications, weather and environmental monitoring, and integrated missile warning. (FM 3-14) (USASMDC)

No.	*Scale*	*Measure*
01	Yes/No	Unit identified space force enhancement areas that can affect mission.
02	Yes/No	Unit provided space force enhancement products and information to subordinate units.
03	Yes/No	Unit provided space force enhancement products and information to support current and future operations.
04	Yes/No	Unit received space planning products in sufficient time to incorporate into planning.

ART 5.6.1.1 PROVIDE SPACE-BASED POSITION, NAVIGATION, AND TIMING SUPPORT

5-116. Units provide position, navigation, and timing support to assist the integration of the Global Positioning System (GPS) satellite constellation with user-level equipment. This task includes assessing the ability of both friendly and threat asset use, assessing and countering threats to friendly use, countering threat asset use, and identifying requirements and coordinating for theater-level enhanced coverage. (FM 3-14) (USASMDC)

No.	*Scale*	*Measure*
01	Yes/No	Unit identified friendly position navigation and timing support required, to include enhanced coverage requirements for systems and precision-guided weapons, and it integrated assessment into operational planning and execution.
02	Yes/No	Unit assessed threats to friendly position, navigation and timing accuracies; it disseminated tactics, techniques, and procedures to users.
03	Yes/No	Unit assessed threat access and use of position, navigation, and timing assets and friendly abilities to counter or degrade use.
04	Yes/No	Unit identified constellation coverage and satellite status and disseminated times of decreased accuracy with sufficient planning time available.
05	Yes/No	Unit coordinated for additional operational capabilities to enhance coverage or counter known or suspected threat jammers.
06	Time	To process request for GPS-enhanced theater support.
07	Time	To assess and respond to reports of local GPS degradation.

ART 5.6.1.2 PROVIDE SURVEILLANCE AND RECONNAISSANCE SUPPORT

5-117. Units provide surveillance and reconnaissance support to the Soldier by coordinating and using Department of Defense, national, and commercial space-based sensors and payloads and by coordinating with intelligence collection management personnel to enhance the G-2 collection capabilities. (FM 3-14) (USASMDC)

No.	*Scale*	*Measure*
01	Yes/No	Unit maintained situational awareness of satellites and space-based sensors and processors.
02	Yes/No	Unit integrated the capabilities of national technical means surveillance and reconnaissance assets into the surveillance and reconnaissance plan.
03	Yes/No	Unit integrated the capabilities of commercial surveillance and reconnaissance assets into the surveillance and reconnaissance plan.
04	Yes/No	Unit prepared and submitted requests for information through the appropriate collection management process to obtain required surveillance and reconnaissance data.

ART 5.6.1.3 PROVIDE SATELLITE COMMUNICATIONS SUPPORT

5-118. Units provide payload control of satellite communications system constellations, which consist of configuring and maintaining satellite control equipment databases, reacting to anomalous conditions, configuring and maintaining the satellite payload, and reporting satellite payload and platform status at an assigned level, for Department of Defense through Army-maintained satellite operations centers. (FM 3-14) (USASMDC)

Note: Army units provide satellite payload control of the wideband satellite constellation that includes Defense Satellite Communications System and Wideband Global Satellite Communications satellites.

No.	Scale	Measure
01	Yes/No	Unit performed satellite control equipment software database procedures.
02	Yes/No	Unit reacted to satellite anomalous conditions.
03	Yes/No	Unit performed satellite payload reconfiguration.
04	Yes/No	Unit performed satellite payload control transfer.
05	Yes/No	Unit reacted to emergency conditions.
06	Yes/No	Unit maintained satellite control equipment.
07	Time	To report satellite payload and platform status.

ART 5.6.1.4 Provide Weather and Environmental Monitoring Support

5-119. Units provide weather and environmental monitoring support to maintain situational awareness of space and terrestrial weather, solar events, and other atmospheric events; assess their impacts on space-based sensors and payloads; and inform commanders and staff on mission impacts. (FM 3-14) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit maintained situational awareness of national, civil, and commercial weather and environmental monitoring satellites and satellite payloads.
02	Yes/No	Unit maintained situational awareness of predicted and assessed impact on supported unit operations.
03	Yes/No	Unit assessed sun conjunction events and their impact on unit operations.
04	Yes/No	Unit assessed terrestrial weather and its effects on space-based sensors and payloads.
05	Yes/No	Unit assessed space weather impacts on position, navigation, timing, and missile warning.
06	Yes/No	Unit assessed space weather impacts on communications and surveillance and reconnaissance space-based sensors and payloads.
07	Yes/No	Unit monitored national, civil, and commercial Web sites to ensure the most current terrestrial and space weather information was available.
08	Yes/No	Unit monitored the operational status of available environmental monitoring satellite resources and reported outages.
09	Yes/No	Unit prepared requests for information to obtain specialized space-based environmental monitoring products such as multi- and hyper-spectral imagery or changed detection products to support planning and mission execution.
10	Yes/No	Unit integrated available national, civil, and commercial environmental monitoring satellite resources and provided any nonstandard weather sensing and processing capabilities, as required, in support of unit operations.

ART 5.6.1.5 Provide Theater Ballistic Missile Warning Support

5-120. Units provide theater ballistic missile warning support to the in-theater commander with fast, accurate theater ballistic missile launch, trajectories, and impact location information. This task provides an in-theater missile warning (launch detection and missile tracking) to support active missile defense, passive missile defense, and attack operations. (FM 3-14) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit advised and updated commander and staff on theater ballistic missile warning architecture, processes, and dissemination methods.
02	Yes/No	Unit advised and updated commander and staff on theater event system processes and dissemination methods.
03	Yes/No	Unit assessed the impact of theater event system outages and advised the commander and staff of effects.
04	Percent	Of valid space-enabled theater ballistic missile alerts.

ART 5.6.1.6 SYNCHRONIZE SPACE OPERATIONS

5-121. Units provide Army space representation and support to the space coordinating authority. Units assist the space support elements in ensuring Army space equities are recognized and incorporated into joint space operations. Units also assist in the joint space planning process and development of the space priorities. Units coordinate space operations through the Army battlefield coordination detachment. (FM 3-14) (USASMDC)

No.	*Scale*	*Measure*
01	Yes/No	Unit conducted joint space planning.
02	Yes/No	Unit integrated space control.
03	Yes/No	Unit coordinated space requirements with director of space forces.
04	Yes/No	Unit synchronized joint functional component command (known as JFCC) space and combined joint task force (known as CJTF) space control effects.
05	Yes/No	Unit coordinated combined joint task force space effects requirements.

ART 5.6.2 PROVIDE SPACE CONTROL

5-122. Providing space control ensures friendly unit access to space to enable maneuver forces to benefit from space force enhancement. This task also denies the enemy use of space to contribute to gaining and maintaining information superiority as an advantage to friendly maneuver operations. (FM 3-14) (USASMDC)

No.	*Scale*	*Measure*
01	Yes/No	Unit advised commander and staff on the capabilities and limitations of space control operations.
02	Yes/No	Unit integrated space control planning into its decision making and effects planning.
03	Yes/No	Unit nominated targets and described desired effects of space control operations.
04	Percent	Of friendly systems impacted by threat application of space control operations.

ART 5.6.2.1 Conduct Transmissions Control

5-123. Units provide transmissions control of satellite communications system constellations, which consists of configuring and maintaining satellite control equipment databases, managing satellite transponder and channel power, trending and analyzing satellite communications transmissions, performing electromagnetic interference resolution actions, restoring satellite communications capabilities, and reporting satellite communications transmissions status at an assigned level for Department of Defense through Army-maintained satellite operations centers. (FM 3-14) (USASMDC)

Note: Army units provide communication transmissions control of the wideband satellite constellation that includes Defense Satellite Communications System (known as DSCS) and Wideband Global Satellite Communications (known as WGS) satellites. (JP 3-14) (JS)

No.	*Scale*	*Measure*
01	Yes/No	Unit performed satellite control equipment software database procedures.
02	Yes/No	Unit performed satellite transponder/channel power management.
03	Yes/No	Unit performed satellite communications transmissions trend analysis.
04	Yes/No	Unit performed electromagnetic interference resolution actions.
05	Yes/No	Unit performed satellite communications transmissions restoration.
06	Yes/No	Unit reacted to emergency condition.
07	Yes/No	Unit performed satellite communications transmissions control transfer.
08	Yes/No	Unit maintained satellite control equipment.
09	Time	To report satellite communications transmissions status.

ART 5.6.3 PROVIDE ARMY SPACE SUPPORT

5-124. Units provide payload and network control of satellite communications system constellations for Department of Defense and maintain a backup contingency control capability through Army-maintained satellite operations centers. This task includes conducting the day-to-day telemetry, tracking, and commanding needed for optimal performance and health of assets as well as planning and coordinating the resolution of satellite anomalies. (FM 3-14) (USASMDC)

No.	*Scale*	*Measure*
01	Yes/No	Unit maintained situational awareness of satellites and satellite communications payloads.
02	Yes/No	Unit integrated available satellite communications resources in support of unit operations.
03	Yes/No	Unit monitored the operational status of available satellite communications resources and reported outages.
04	Yes/No	Unit prepared and submitted requests for additional satellite communications as required.
05	Yes/No	Operations of the tactical satellite communications network and systems supported allocation and apportionment decisions and instructions.
06	Percent	Of satellite communications nodes that possessed required communications capabilities.
07	Percent	Of successful, uninterrupted satellite communications.

ART 5.6.3.1 CONDUCT PAYLOAD CONTROL

5-125. Units provide payload control of satellite communications system constellations for Department of Defense and maintain a backup contingency control capability through Army-maintained satellite operations centers. Payload control consists of configuring and maintaining the satellite control equipment databases, configuring and maintaining the satellite payload, reacting to anomalous conditions, and reporting satellite payload and platform status at an assigned level. (FM 3-14) (USASMDC)

Note: Army units provide satellite payload control of the wideband satellite constellation that includes Defense Satellite Communications System and Wideband Global Satellite Communications satellites. (JP 3-14) (JS)

No.	*Scale*	*Measure*
01	Yes/No	Unit performed satellite control equipment software database procedures.
02	Yes/No	Unit reacted to satellite anomalous conditions.
03	Yes/No	Unit performed satellite payload reconfiguration.
04	Yes/No	Unit performed satellite payload control transfer.
05	Yes/No	Unit reacted to emergency conditions.
06	Yes/No	Unit maintained satellite control equipment.
07	Time	To report satellite payload and platform status.

ART 5.6.3.2 OPERATE SATELLITE CONTROL FACILITY SUPPORT EQUIPMENT

5-126. Units provide satellite the telemetry, tracking, and commanding needed for optimal performance and health of assets as well as planning and coordinating the resolution of satellite anomalies. (FM 3-14) (USASMDC)

No.	*Scale*	*Measure*
01	Yes/No	Unit performed transmit and receive subsystem operations.
02	Yes/No	Unit performed antenna subsystem operations.

No.	Scale	Measure
03	Yes/No	Unit performed ancillary equipment operations.
04	Yes/No	Unit performed control subsystem maintenance.
05	Yes/No	Unit performed ancillary equipment maintenance.
06	Yes/No	Unit restored site power.
07	Yes/No	Unit restored host earth terminal communications.

ART 5.6.4 PROVIDE SPACE SITUATIONAL AWARENESS

5-127. Space situational awareness includes space intelligence, space surveillance, space reconnaissance, space and terrestrial weather monitoring, and space common operational picture (COP). In support of the COP, units monitor, detect, and characterize authorized and unauthorized satellite access on key communications platforms, maintaining information superiority as an advantage to friendly maneuver operations. In space surveillance, units execute space tracking and space object identification in support of the space surveillance network. Units provide space situational awareness in the commander's COP. (FM 3-14) (USASMDC)

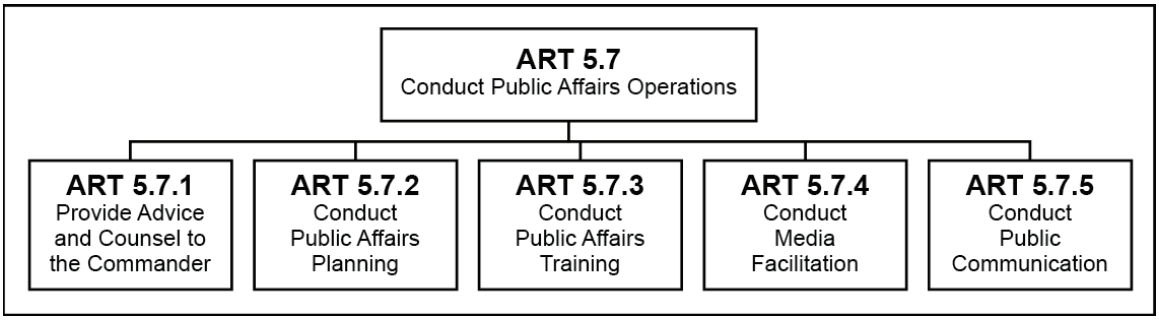
No.	Scale	Measure
01	Yes/No	Unit supported the generation of the space threat characteristics.
02	Yes/No	Unit provided updates to the space catalog.
03	Yes/No	Unit provided observations on space systems.
04	Yes/No	Unit found, identified, tracked, and monitored space systems.
05	Yes/No	Unit monitored and assessed space systems for events and status changes.
06	Yes/No	Unit supported the characterization of space systems.
07	Yes/No	Unit advised commander and staff on the capabilities and limitations of space situational awareness mission.
08	Yes/No	Unit integrated space situational awareness planning into its decision making and effects planning.
09	Yes/No	Unit nominated targets and described desired effects of space situational awareness.
10	Yes/No	Mission was received via proper tasking authority and channel.
11	Time	To report intelligence to commander.

ART 5.6.5 COORDINATE ARMY SPACE CAPABILITIES

5-128. Units plan, coordinate, integrate, and control Army space capabilities and force structure to ensure the responsive application of space assets in support of the Soldier. Space capabilities include the mission areas of space force enhancement, space control, space support, and space situational awareness. (FM 3-14) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit compared organic space support assets in the mission to the need for augmentation.
02	Yes/No	Unit identified additional space forces required to accomplish mission.
03	Yes/No	Unit requested space augmentation support from the unit operations officer and commander.
04	Yes/No	Unit prepared and coordinated the request for space forces.
05	Time	To deploy space forces.

SECTION VII – ART 5.7: CONDUCT PUBLIC AFFAIRS OPERATIONS



5-129. Army public affairs fulfills the legal mandate to inform American people about the Army and helps to establish conditions that lead to public understanding and support. Effective public affairs generates and enables the sustainment of Army credibility with international, national, and local audiences during all Army operations and is a major contributor to the United States Government's strategic communication process. (FM 3-61) (OCPA)

ART 5.7.1 PROVIDE ADVICE AND COUNSEL TO THE COMMANDER

5-130. The commander is the most visible and credible spokesperson for the command and plays a critical role in guiding successful public affairs operations. As the commander's senior advisor on public affairs activities, the public affairs officer is a member of the commander's personal staff who maintains direct and timely access to the commander and other senior-level staff on a continuous basis. (FM 3-61) (OCPA)

No.	*Scale*	*Measure*
01	Yes/No	The staff developed a public affairs plan that supported mission success.
02	Yes/No	The staff provided a public affairs plan for the commander's public affairs operations, training, media facilitation, and public engagement.
03	Yes/No	The staff received commander's communication priorities and guidance.
04	Time	To gain access to commander to advise and articulate concerns related to public affairs.
05	Time	To release information to public.

ART 5.7.2 CONDUCT PUBLIC AFFAIRS PLANNING

5-131. Public affairs planning requires staff collaboration and understanding of the interdependence of all functional areas and information aspects of the environment and area of operations. Developing a public affairs plan is vital in meeting the commander's public information requirements. Public affairs planning helps commanders and staffs consider the implications of each course of action on key publics, friendly and adversarial. Public perceptions, levels of support, enemy opposition, and countermeasures often change throughout an operation. Therefore, leaders consider effects of public affairs and communication strategies throughout the operations process. Planning does not cease with a plan or order. It continues throughout the operation while orders are refined after feedback from continuous assessment. Public affairs coordinates with other information capabilities and functional areas to provide commanders an overarching, complementary communication plan. These activities from military information support operations, civil affairs, combat camera, and other government agencies communicate United States strategic objectives to foreign audiences. (FM 3-61) (OCPA)

No.	Scale	Measure
01	Yes/No	The unit brought public affairs into the planning process at the onset and kept it throughout the event or operation.
02	Yes/No	The staff used the military decisionmaking process in developing the initial public affairs plan.
03	Yes/No	The public affairs staff coordinated with other staff sections to ensure synchronization of public affairs planning.
04	Yes/No	The staff provided a public affairs assessment.
05	Yes/No	The staff developed themes, messages, and talking points.
06	Yes/No	The staff developed the public affairs running estimate.
07	Yes/No	The staff developed public affairs guidance.
08	Yes/No	The staff developed the public affairs input to the operation plan and operation order.
09	Yes/No	The staff supported public information, command information, and public engagement in the development of the public affairs plan.
10	Yes/No	The staff incorporated traditional, nontraditional, and social media into the public affairs plan and analysis.
11	Yes/No	The staff included the public affairs plan in developing the commander's communication strategy.
12	Yes/No	The staff incorporated higher headquarters public affairs themes throughout the public affairs planning process.
13	Yes/No	The staff produced public affairs mission analysis in a timely manner.

ART 5.7.3 CONDUCT PUBLIC AFFAIRS TRAINING

5-132. Public affairs training prepares the members of the public affairs team to interact effectively with media and publics. This training teaches the legitimacy of independent reporting. It provides insight into the focus, accuracy, and balance of news coverage as influenced by a reporter's experience, cultural bias, and political bias. Accurate reporting significantly enhances the Army's credibility and American public support. Training includes advice on the responsibilities and rights as an Army spokesperson or representative. (FM 3-61) (OCPA)

No.	Scale	Measure
01	Yes/No	The staff followed the operations process of plan, prepare, execute, and assess in developing the unit training and leader development public affairs training plan.
02	Yes/No	Unit informed and updated Soldiers and leaders on talking points that supported the commander's communication strategy.
03	Yes/No	Unit informed Soldiers and leaders of media rules of engagement.
04	Yes/No	Unit provided Soldiers and leaders information and trained on media interaction.
05	Yes/No	Soldiers and leaders executed successful media or public engagement.
06	Yes/No	Soldiers and leaders prepared subject matter experts to execute successful media engagement.

ART 5.7.4 CONDUCT MEDIA FACILITATION

5-133. Public affairs professionals and their commanders must facilitate international, national, and local media access to operational units, including those engaged in combat. Media coverage influences public perceptions of the area of operations, United States national policy, and military objectives. It also influences perceptions of international, United States, and local publics in the area of operations. These perceptions affect public support, durability of coalitions, and the duration of Army involvement. (FM 3-61) (OCPA)

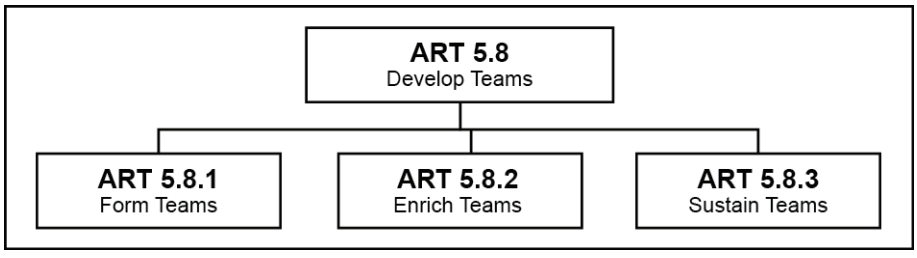
No.	Scale	Measure
01	Yes/No	The staff built relationships with media.
02	Yes/No	The staff produced public affairs themes, messages, and talking points for media interactions.
03	Yes/No	The staff established media ground rules.
04	Yes/No	The staff coordinated for media facilitation support (media operations center, media access, media accreditation, and media registration).
05	Yes/No	The staff provided accurate responses to media queries.
06	Yes/No	The staff coordinated media transportation, if required.
07	Time	To establish the media operation center.
08	Time	To provide responses to media inquiries.

ART 5.7.5 CONDUCT PUBLIC COMMUNICATION

5-134. Public communication is the communication between the Army and international, national, and local publics through coordinated programs, plans, themes, and messages. It involves the receipt and exchange of ideas and opinions that contribute to shaping public understanding of and discourse with the Army. Public communication includes the release of official information through news releases, public service announcements, media engagements, town halls, senior Soldier and leader engagements, and social networks. It also supports the commander's responsibility to keep the American people and the Army informed. (FM 3-61) (OCPA)

No.	Scale	Measure
01	Yes/No	The staff communicated with key publics through coordinated programs, plans, themes, and messages.
02	Yes/No	The staff developed command information products to communicate with the internal public.
03	Yes/No	The staff planned, coordinated, and executed public engagement activities with the community.
04	Yes/No	The commander's messages reached intended publics in a timely manner.
05	Yes/No	The staff produced public affairs print, audio, and visual products that met the commander's intent.
06	Yes/No	The staff researched local customs, laws, and policies concerning presence of media and included this research in planning.

SECTION VIII – ART 5.8: DEVELOP TEAMS



5-135. Commanders initiate team building, both inside and outside their organizations, as early as possible and maintain it throughout operations. Team building requires hard work, patience, time, and interpersonal skill from all leaders and team members. Commanders must trust and earn the trust of their unified action partners and key leaders within the operational area. Building trust with unified action partners and key leaders requires significant effort by commanders and staffs to overcome differences in cultures, mandates, and organizational capabilities. (ADRP 6-0) (USACAC)

ART 5.8.1 FORM TEAMS

5-136. Teams work best when new members quickly feel a part of the team. The two critical steps of the formation stage—reception and orientation—dramatically differ in peace and war. In combat, a good sponsorship process can literally make the difference between life and death for new arrivals and to the entire team. (ADRP 6-0) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Unit identified the skills and characteristics of required team members.
02	Yes/No	Unit made a determination as to how to leverage team member skill sets to solve problems.
03	Yes/No	Unit determined the best size of a team to balance the team to be big enough to provide diversity of perspective but small enough to be productive.
04	Yes/No	Unit determined who to include on the team from outside the planning staff of the organization.
05	Yes/No	Unit determined what roles were required on the team and which members could best fulfill those roles.
06	Yes/No	Unit was able to effectively receive and orient new personnel to the team's purpose, tasks, standards, and organization and the new members' role.

ART 5.8.2 ENRICH TEAMS

5-137. New teams and new team members gradually move from questioning everything to trusting themselves, their peers, and their leaders. Leaders learn to trust by listening, following up on what they hear, establishing clear lines of authority, and setting standards. By far the most important thing a leader does to strengthen the team is to provide training. Training takes a group of individuals and molds them into a team while preparing them to accomplish their missions. Training occurs during all three stages of team building but is particularly important during enrichment. It is at this point that the team is building collective proficiency. (ADRP 6-0) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Unit encouraged and was able to build trust through demonstrated competence during collective training and operational missions.
02	Yes/No	Unit encouraged and was able to reinforce desired group norms.
03	Yes/No	Unit was able to establish clear lines of authority.
04	Yes/No	Unit was able to establish individual and unit goals.
05	Yes/No	Unit was able to identify, reward, and grow leaders and Soldiers.
06	Yes/No	Unit was able to build pride through accomplishment.

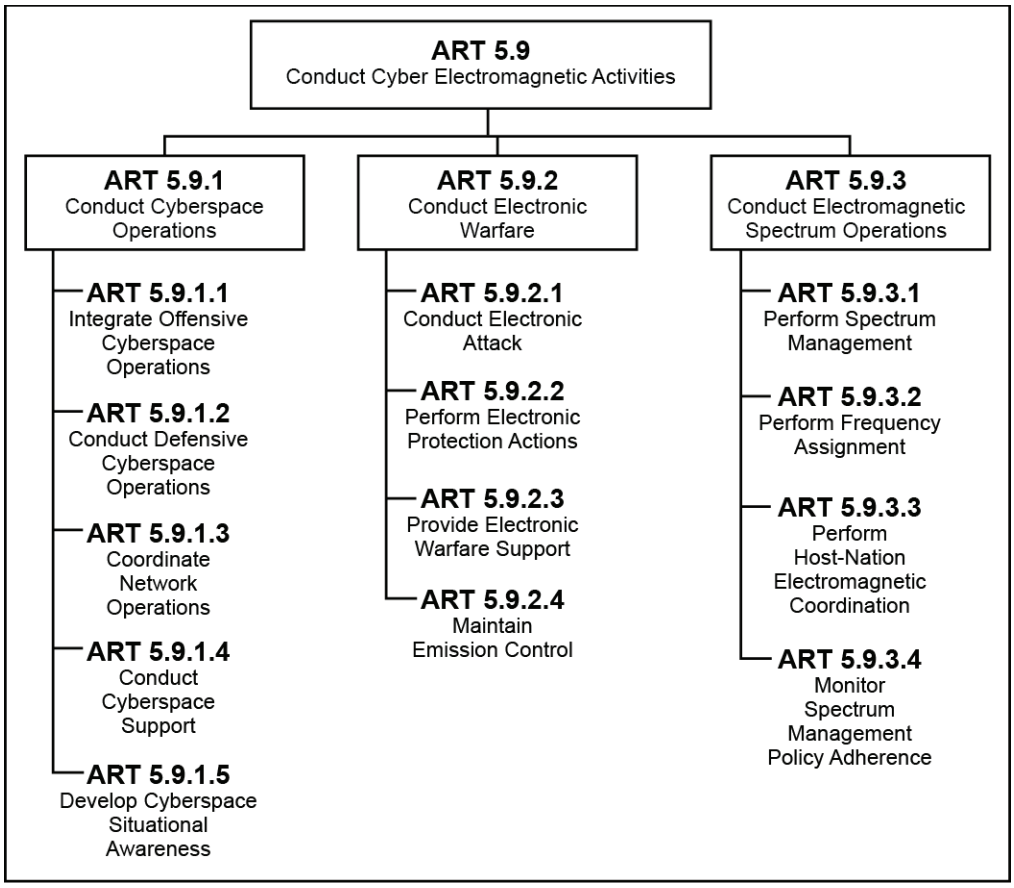
ART 5.8.3 SUSTAIN TEAMS

5-138. During the sustainment stage, members identify with their team. They own it, have pride in it, and want the team to succeed. At this stage, team members will do what is necessary without being told. Every new mission gives the leader a chance to strengthen the bonds and challenge the team to reach for new heights of accomplishment. Leaders develop subordinates because they know subordinates will be tomorrow's team leaders. The team should continuously train so it maintains proficiency in the collective and individual tasks it must perform to accomplish its missions. (ADRP 6-0) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Unit was able to demonstrate trust among team members.
02	Yes/No	Unit was able to focus collectively on teamwork, training, and maintaining.
03	Yes/No	Leaders were able to know and deal with Soldier's or team member's perceptions.
04	Yes/No	Leaders were able to listen and respond to subordinates' problems.

No.	Scale	Measure
05	Yes/No	Unit was able to effectively conduct in-process reviews and after action reviews with all members vested in improving organizational performance.
06	Yes/No	Subordinates were able to take the initiative and act decisively during periods of uncertainty.
07	Yes/No	Unit was able to adapt and anticipate transitions.
08	Yes/No	Unit was able to accept risks to create opportunities.
09	Yes/No	Unit was able to effectively influence friendly, neutral, adversaries, enemies, and unified action partners.
10	Yes/No	Team members were able to identify with their team, taking ownership and pride in making the team succeed.

SECTION IX – ART 5.9: CONDUCT CYBER ELECTROMAGNETIC ACTIVITIES



5-139. Cyber electromagnetic activities are activities leveraged to seize, retain, and exploit an advantage over adversaries and enemies in both cyberspace and the electromagnetic spectrum, while simultaneously denying and degrading adversary and enemy use of the same and protecting the mission command system. Cyber electromagnetic activities consist of cyberspace operations, electronic warfare, and electromagnetic spectrum operations. (ADRP 3-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit integrated and synchronized the functions and capabilities of cyberspace operations, electronic warfare, and electromagnetic spectrum operations.
02	Yes/No	Unit developed the commander's overall situational awareness and situational understanding to support decision making processes.

No.	Scale	Measure
03	Yes/No	Unit planned, coordinated, integrated, and conducted (as applicable) cyberspace operations to affect personnel, facilities, physical and logical networks, equipment, and organizations.
04	Yes/No	Unit conducted electronic warfare to include electronic attack using electromagnetic energy, directed energy, or antiradiation capabilities to affect personnel, facilities, or equipment.
05	Yes/No	Unit efficiently used the electromagnetic spectrum while in a joint environment that enabled operational planning and execution.
06	Yes/No	Unit integrated and synchronized across all command echelons and warfighting functions as part of the operations process.
07	Yes/No	Unit coordinated electronic warfare and cyberspace operations that ensured synergistic application and maximum effectiveness.

ART 5.9.1 CONDUCT CYBERSPACE OPERATIONS

5-140. Cyberspace operations are the employment of cyberspace capabilities to achieve effects in support of the commander's desired end state and objectives. (JP 3-0) (JS)

No.	Scale	Measure
01	Yes/No	Unit planned, coordinated, and integrated offensive cyberspace operations in and through cyberspace to create and achieve desired effects in support of the commander's objectives.
02	Yes/No	Unit conducted and coordinated, as required, defensive cyberspace operations in and through cyberspace and effectively detected, identified, and responded to enemy and adversary actions against friendly force networks and information resident in these networks.
03	Yes/No	Unit coordinated network operations within Department of Defense information networks and LandWarNet to support cyberspace operations.
04	Yes/No	Unit performed cyberspace support actions enabling cyberspace operations and the accomplishment of the mission.
05	Yes/No	Unit developed cyberspace situational awareness by effectively gathering, processing, and communicating relevant information that resulted in the transfer of knowledge into situational understanding.

ART 5.9.1.1 INTEGRATE OFFENSIVE CYBERSPACE OPERATIONS

5-141. Units plan, coordinate and integrate, offensive cyberspace operations to create and achieve desired effects in support of the commander's objectives. (FM 3-38) (USACCOE)

No.	Scale	Measure
01	Yes/No	Unit performed planning and targeting processes and identified, selected, and developed targets for engagement by offensive cyberspace operations means.
02	Yes/No	Unit reviewed selected targets for compliance with rules of engagement and authorities specific to cyberspace operations.
03	Yes/No	Unit developed and submitted cyber effects request formats for selected targets.
04	Yes/No	Unit coordinated and conducted information collection in support of offensive cyberspace operations to gain and maintain access to physical and logical networks and to prepare for follow-on offensive cyberspace operations.
05	Yes/No	Unit planned, coordinated, integrated, and conducted (as applicable) cyberspace attacks and achieved simultaneous and complementary effects in support of the scheme of maneuver.
06	Yes/No	Unit obtained and applied combat and battle damage assessments for targets engaged by cyberspace attack means.

ART 5.9.1.2 Conduct Defensive Cyberspace Operations

5-142. Units conduct passive and active defensive cyberspace operations to preserve the ability to utilize friendly cyberspace capabilities and protect data, networks, net-centric capabilities, and other designated systems. (FM 3-38) (USACCOE)

No.	Scale	Measure
01	Yes/No	Unit employed tactics, techniques, and procedures to detect intrusions and cyber attacks into the Army's portion of the Department of Defense information networks called LandWarNet.
02	Yes/No	Unit coordinated, deconflicted, and conducted defensive cyberspace operation response actions outside the LandWarNet.
03	Yes/No	Unit coordinated, deconflicted, and employed internal defensive measures inside the LandWarNet.
04	Yes/No	Unit conducted rehearsals to react to enemy cyber attacks on friendly networks and per operation order, battle drills, and standard operating procedures.
05	Yes/No	Unit coordinated and conducted information collection in support of defensive cyberspace operations.
06	Yes/No	Unit developed and submitted cyber effects request formats as required in support of defensive cyberspace operations.

ART 5.9.1.3 Coordinate Network Operations

5-143. Units that perform this task coordinate, integrate, and synchronize network operations within Department of Defense information networks and the LandWarNet to support cyberspace operations. (FM 3-38) (USACCOE)

Note: *LandWarNet* is the Army's portion of the Department of Defense information networks. A technical network that encompasses all Army information management systems and information systems that collect, process, store, display, disseminate, and protect information worldwide. (FM 6-02) (USACCOE)

No.	Scale	Measure
01	Yes/No	Unit enabled and facilitated cyberspace operations inside friendly force networks.
02	Yes/No	Unit enabled and facilitated cyberspace operations outside friendly force networks.
03	Yes/No	Unit enforced cyber electromagnetic policies and standards that guided the development, deployment, and management of personnel, products, and processes.

ART 5.9.1.4 Conduct Cyberspace Support

5-144. Units conduct cyberspace support actions to enable cyberspace operations and the accomplishment of the mission. (FM 3-38) (USACCOE)

No.	Scale	Measure
01	Yes/No	Unit performed development, engineering, and analysis that enabled the enterprise network.
02	Yes/No	Unit conducted legal, regulatory, and policy analysis and coordination.
03	Yes/No	Unit performed vulnerability assessments.
04	Yes/No	Unit performed remediation in response to unauthorized intrusions or attacks.

ART 5.9.1.5 Develop Cyberspace Situational Awareness

5-145. Units develop and provide cyberspace situational awareness to gather, process, and communicate relevant information to enable cyberspace operations. (FM 3-38) (USACCOE)

No.	Scale	Measure
01	Yes/No	Unit developed, disseminated, and maintained relevant information that enabledthe commander and staff to achieve situational understanding of friendly and adversary use of cyberspace.
02	Yes/No	Unit conducted information collection in support of cyberspace operations that contributed to the common operational picture and efforts to answer the commander's critical information requirements.
03	Yes/No	Unit coordinated with host nation to develop situational awareness of critical infrastructure and key resources.
04	Yes/No	Unit identified and applied the legal considerations, intelligence gains or losses, and associated risks that supported the commander's decisions within the operations process.

ART 5.9.2 CONDUCT ELECTRONIC WARFARE

5-146. *Electronic warfare* is military action involving the use of electromagnetic and directed energy to control the electromagnetic spectrum or to attack the enemy. Electronic warfare consists of three divisions: electronic attack, electronic protection, and electronic warfare support. (JP 3-13.1) (JS)

No.	Scale	Measure
01	Yes/No	Unit conducted electronic attack to attack personnel, facilities, or equipment with the intent of degrading, neutralizing, or destroying enemy combat capability.
02	Yes/No	Unit conducted electronic protection using actions to protect personnel, facilities, and equipment from any effects of friendly or enemy use of the electromagnetic spectrum that degrade, neutralize, or destroy friendly combat capability.
03	Yes/No	Unit conducted electronic warfare support to intercept, identify, and locate or localize sources of intentional and unintentional radiated electromagnetic energy for the purpose of immediate threat recognition, targeting, planning, and conduct of future operations.
04	Yes/No	Unit integrated, analyzed, and fused collected data and information to provide targetable intelligence in support of electronic warfare.
05	Yes/No	Unit conducted a legal review of electronic warfare operations.

ART 5.9.2.1 CONDUCT ELECTRONIC ATTACK

5-147. *Electronic attack* is division of electronic warfare involving the use of electromagnetic energy, directed energy, or antiradiation weapons to attack personnel, facilities, or equipment with the intent of degrading, neutralizing, or destroying enemy combat capability and is considered a form of fires. (JP 3-13.1) (JS)

Note: Electronic attack has both offensive and defensive capabilities. Electronic attack includes actions taken to prevent or reduce an enemy's effective use of the electromagnetic spectrum, such as jamming and electromagnetic deception; employment of weapons that use either electromagnetic or directed energy as their primary destructive mechanism (lasers, radio frequency weapons, particle beams); and offensive and defensive activities including countermeasures.

No.	Scale	Measure
01	Yes/No	Targets selected were required for accomplishing the unit mission and commander's intent.
02	Yes/No	Unit nominated electronic attack effects on targets following rules of engagement.
03	Time	To submit electronic attack effects on targets to operational echelons.
04	Time	To receive and assess results of electronic attack.

No.	Scale	Measure
05	Percent	Of enemy systems not engaged by electronic attack that were targeted for physical attack.
06	Percent	Of enemy systems not engaged by electronic attack that were targeted for collection or exploitation.

ART 5.9.2.2 Perform Electronic Protection Actions

5-148. *Electronic protection* is division of electronic warfare involving actions taken to protect personnel, facilities, and equipment from any effects of friendly or enemy use of the electromagnetic spectrum that degrade, neutralize, or destroy friendly combat capability. Electronic protection includes the hardening of equipment and facilities from the effects of electronic warfare (EW); emission control procedures and measures as outlined in ART 5.9.2.4 (Maintain Emission Control); and the efficient management of the electromagnetic spectrum as outlined in ART 5.9.3 (Conduct Electromagnetic Spectrum Operations). (JP 3-13.1) (JS)

No.	Scale	Measure
01	Yes/No	Unit course of action was not compromised by enemy offensive information operations.
02	Yes/No	EW mission spectrum requirements were deconflicted with the unit spectrum manager.
03	Yes/No	EW system emission security compromises degraded, delayed, or modified unit operations.
04	Time	For friendly information collection sensor system managers, operators, and emergency response teams or contact teams to respond, identify, and correct system failures attributed to enemy offensive information operations.
05	Time	To identify, determine appropriate response, and implement changes in response to a possible threat to information systems.
06	Percent	Of time units in the area of operations were in restrictive information operations condition.
07	Percent	Of information systems hardware, software components, and databases backed up by replacement components or backup files in case of failure or compromise.
08	Percent	Of identified friendly vulnerabilities in the area of operations (AO) exploited by enemy actions.
09	Percent	Of friendly emitters in the AO exploited by the enemy.
10	Percent	Of friendly operations conducted in a restrictive emission control environment.
11	Percent	Of emission control procedures that had improved from previous assessments.
12	Percent	Of successful EW system reprogramming events.
13	Percent	Of friendly systems affected by friendly EW systems.
14	Percent	Of friendly systems affected by enemy EW systems.
15	Number	Of frequency interference issues.
16	Number	Of EW systems operating on assigned frequencies.
17	Number	Of EW systems detected by enemy sensors.
18	Number	Of emission security violations in the AO in a given time.
19	Number	Of instances when frequency allocation or frequency management failed to prevent signal fratricide.
20	Number	Of EW system reprogramming events.
21	Number	Of instances when EW system reprogramming was unsuccessful.
22	Number	Of friendly systems affected by friendly or enemy EW systems.

ART 5.9.2.3 Provide Electronic Warfare Support

5-149. *Electronic warfare support* is division of electronic warfare involving actions tasked by, or under direct control of, an operational commander to search for, intercept, identify, and locate or localize sources

of intentional and unintentional radiated electromagnetic energy for the purpose of immediate threat recognition, targeting, planning and conduct of future operations. (JP 3-13.1) (JS)

No.	Scale	Measure
01	Yes/No	Unit developed a support plan for electronic warfare support operations.
02	Yes/No	Unit disseminated electronic warfare reprogramming information.
03	Yes/No	Unit had assets available to satisfy electronic warfare support requirements.
04	Yes/No	Unit identified intelligence support requirements for electronic warfare support.
05	Yes/No	Unit had procedure in place to request intelligence support to satisfy electronic warfare support requirements.
06	Yes/No	Unit had procedure in place for rapid electronic warfare reprogramming.

ART 5.9.2.4 MAINTAIN EMISSION CONTROL

5-150. Units plan and implement measures to deny unauthorized persons information of value that might be derived from their interception and study of electromagnetic radiation. Units select and control the use of electromagnetic, acoustic, or other emitters to optimize friendly operations and capabilities while minimizing detection by enemy sensors and mutual interference among friendly systems. (ATP 3-36) (USACCOE)

No.	Scale	Measure
01	Yes/No	Signal emission security compromised the degraded, delayed, or modified unit operations.
02	Yes/No	Unit considered TEMPEST (the study and control of decipherable electronic signals unintentionally emitted from equipment) countermeasures reviews when classified information was passed in accordance with AR 380-27.
03	Time	To refine and synchronize Annex H (Signal) to operation order.
04	Time	To complete operations security assessment in the area of operations (AO).
05	Time	To identify improper maintenance of emission security.
06	Percent	Of emitter system administrators and operators who had current operations security training.
07	Percent	Of enemy sensor coverage in AO known to friendly force.
08	Percent	Of identified friendly vulnerabilities in AO exploited by enemy actions.
09	Percent	Of electronic communications in AO encrypted or secured.
10	Percent	Of friendly emitters in AO exploited by enemy.
11	Percent	Of emission security measures previously assessed unsatisfactory that had improved based on new assessment.
12	Percent	Of friendly operations conducted in a restrictive emission control environment.
13	Percent	Of friendly courses of action that the enemy can determine by observing friendly emitters.
14	Number	Of emission security violations in the AO in a given time.
15	Number	Of teams fielded to monitor friendly emitters.
16	Number	Of interceptions of friendly emitters during planning and execution.
17	Number	Of instances when frequency allocation or frequency management failed to prevent signal fratricide.

ART 5.9.3 CONDUCT ELECTROMAGNETIC SPECTRUM OPERATIONS

5-151. Electromagnetic spectrum operations are the conduct of spectrum management, frequency assignments, policy implementation, and host-nation coordination that enables the commander's effective use of the electromagnetic spectrum. (FM 6-02.70) (USACCOE)

No.	Scale	Measure
01	Yes/No	Unit provided appropriate guidance and necessary coordination to deconflict interference with other friendly uses of the electromagnetic spectrum.
02	Yes/No	Unit obtained clearance (or approval) from host nation for the use of the electromagnetic spectrum (through existing coordination procedures).
03	Yes/No	Unit ensured assigned military forces were authorized sufficient use of the electromagnetic spectrum to accomplish their designated missions.
04	Yes/No	Unit developed and distributed plans for appropriately using electromagnetic spectrum that included frequency reuse and sharing schemes for specific frequency bands.
05	Yes/No	Unit maintained the necessary database that contained information on all friendly, available, adversary, and selected neutral or civil spectrum emitters or receivers.
06	Yes/No	Unit established and maintained a close working relationship with the frequency management personnel.

ART 5.9.3.1 Perform Spectrum Management

5-152. The electromagnetic spectrum manager at all echelons enables units to use information from an electromagnetic environment for planning and execution of operations. This information helps units determine the impact an electromagnetic environment will have on the maneuver force, incorporate electromagnetic environment information into the commander's common operational picture, prioritize spectrum use, nominate and deconflict spectrum resources, use Army and joint reprogramming data for electronic warfare systems, and include satellite spectrum information into spectrum databases. (FM 6-02.70) (USACCOE)

No.	Scale	Measure
01	Yes/No	Unit managed electromagnetic spectrum to satisfy mission requirements and met commander's intent.
02	Yes/No	All systems operated with no interference.
03	Yes/No	Unit maintained databases.
04	Time	To convert raw data to a useable format.
05	Time	To deconflict electromagnetic spectrum assignments.
06	Time	To evaluate environmental effects.
07	Time	To resolve frequency interference.
08	Time	To coordinate electronic warfare issues.
09	Time	To process interference report.
10	Time	To coordinate, develop, and publish a joint restricted frequency list.
11	Time	To coordinate with network managers.
12	Number	Of frequency assignments managed.
13	Number	Of systems requiring electromagnetic spectrum.

ART 5.9.3.2 Perform Frequency Assignment

5-153. The electromagnetic spectrum manager at all echelons provides explicit interference analysis and automated frequency assignment to the operator for all spectrum-dependent devices in the area of operations. (FM 6-02.70) (USACCOE)

No.	Scale	Measure
01	Yes/No	Unit requested sufficient frequencies to meet mission requirements.
02	Yes/No	Sufficient frequencies were available to meet mission requirements.
03	Yes/No	Unit utilized frequency re-use plans to efficiently use the electromagnetic spectrum.
04	Time	To generate radio load sets and frequency plans.
05	Time	To build communications-electronics operating instructions.

No.	Scale	Measure
06	Time	Between requests for frequencies.
07	Time	To obtain frequency approval.
08	Time	To design the frequency plan for area networks.

ART 5.9.3.3 PERFORM HOST-NATION ELECTROMAGNETIC COORDINATION

5-154. Each nation has sovereignty over its electromagnetic spectrum. The use of the electromagnetic spectrum must be negotiated on a case-by-case basis. Approval to transmit within a country is based on the sovereignty of that country and their regulatory processes that evaluate the Department of Defense request for use of spectrum perceived potential for electromagnetic interference to local receivers. Use of military or commercial electromagnetic spectrum systems in host nations requires coordination and negotiation that result in formal approvals and certifications. (JP 6-0.1) (JS)

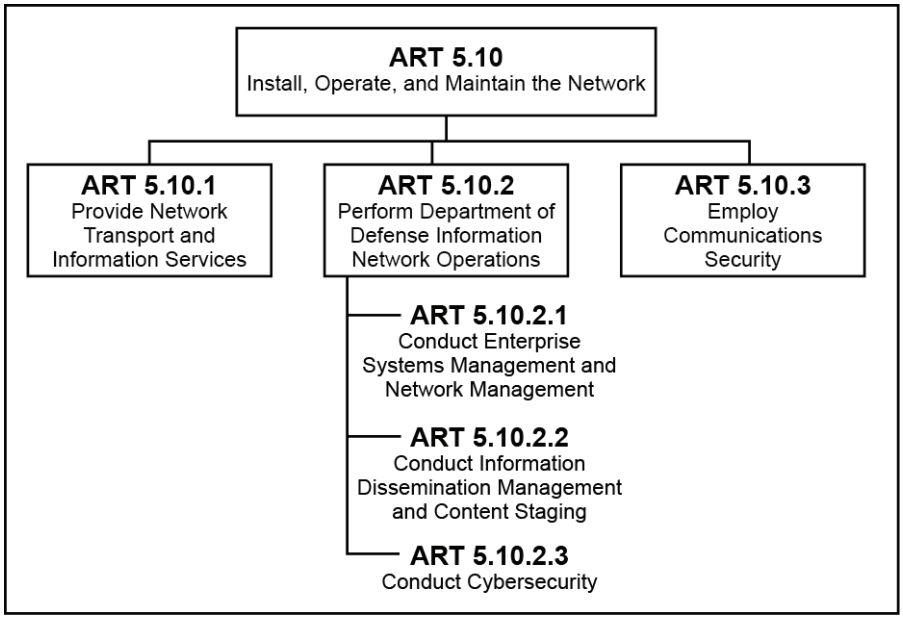
No.	Scale	Measure
01	Yes/No	Unit established relationship with host-nation agency responsible for radio frequency spectrum.
02	Yes/No	Commander was informed of host-nation restrictions on spectrum use.
03	Time	To process frequency request.
04	Time	To obtain frequency approval.
05	Percent	Of frequency requests filled.
06	Percent	Of mission degradation due to inadequate spectrum.

ART 5.9.3.4 MONITOR SPECTRUM MANAGEMENT POLICY ADHERENCE

5-155. International use of the electromagnetic spectrum is coordinated globally through the International Telecommunications Union. The Military Communications-Electronics Board is the main coordinating body for signal matters among Department of Defense (DOD) components. The main enforcement mechanism for DOD systems is the Spectrum Certification process (the frequency allocation to equipment process utilizing the DD Form 1494 (*Application for Equipment Frequency Allocation*), which must be completed for all systems and equipment that emit or receive radio frequencies. (JP 6-0.1) (JS)

No.	Scale	Measure
01	Yes/No	Unit observed all spectrum policies, regulations, and rules.
02	Yes/No	Commander was aware of policy, regulations, and rules that affected operations.
03	Time	To complete DD Form 1494.
04	Time	To get approval from the Military Communications-Electronics Board.
05	Time	To disseminate spectrum supportability guidance.
06	Number	Of systems not meeting spectrum certification compliance.

SECTION X – ART 5.10: INSTALL, OPERATE, AND MAINTAIN THE NETWORK



5-156. Commanders rely on technical networks to communicate information and control forces. Technical networks facilitate information flow by connecting information users and information producers and enable effective and efficient information flow. Technical networks help shape and influence operations by getting information to decision makers, with adequate context, enabling them to make better decisions. They also assist commanders in projecting their decisions across the force. (ADRP 6-0) (USACAC)

ART 5.10.1 PROVIDE NETWORK TRANSPORT AND INFORMATION SERVICES

5-157. Network transport and information services are the combined physical assets and activities to ensure that data reliably transverses the network and is available as information to the user. Network transport is a system of systems including the people, equipment, and facilities that provide end-to-end communications connectivity for network components. Information services enable the planning, controlling, and manipulating of information throughout its lifecycle. They include, but are not limited to, Web services, e-mail, common directories, search services, and data services. Information services allow forces to access, store, and share information among unified action partners and civilian organizations, as well as dynamically tailor and prioritize information requirements to support the mission and affect an operational environment. The resources to connect the clients may belong to United States Services, non-United States Services, host-nation assets, or commercial assets. (FM 6-02) (USACCOE)

No.	*Scale*	*Measure*
01	Yes/No	Unit had connectivity for all information networks and services.
02	Yes/No	Unit had redundant transmission paths for mission critical networks.
03	Yes/No	Unit had access to Defense Information Services Network services.
04	Time	To establish communications connectivity.
05	Percent	Of time critical transmission paths that were operational.
06	Percent	Of bit error rate on transmission paths.

ART 5.10.2 PERFORM DEPARTMENT OF DEFENSE INFORMATION NETWORK OPERATIONS

5-158. Department of Defense information network operations personnel design, build, configure, secure, operate, maintain, and sustain from post, camp, or station to deployed tactical networks to support Department of Defense (DOD) warfighting, intelligence, and business missions across strategic, operational, and tactical boundaries. DOD information network operations provide system and network availability, information protection, and information delivery. (FM 6-02.71) (USACCOE)

No.	*Scale*	*Measure*
01	Yes/No	Warfighter can easily discover information, services, and applications, regardless of its location.
02	Yes/No	Network planning accurately identified mission critical networks and systems and incorporated measures to ensure disaster recovery and continuity of operations.
03	Yes/No	Unit adhered to applicable DOD, Army, and joint policies, directives, instructions, and regulations.
04	Yes/No	Allocation of network resources was prioritized and provided for the most effective and efficient use of current assets.
05	Time	To provide a consolidated, reliable, and seamless infrastructure with computing, connectivity, and communications capabilities that passed information from the tactical edge throughout the interconnected DOD information networks.
06	Time	To provide warfighters with trusted, assured access to required data, voice, or video to fully leverage the information environment in direct support of mission accomplishment.
07	Time	To integrate unit networks and systems with unified action partner networks and systems.
08	Time	To establish an accurate common operational picture of mission critical networks and systems and provide commanders with an understanding of their mission readiness.
09	Time	To react to failures to the network or information systems that impacted connectivity and functionality.
10	Number	Of instances service levels of networks and systems fell below required performance criteria and impacted mission assurance.
11	Number	Of equipment interoperability problems that resulted in the inability share information.
12	Percent	Of users without assured access to required data, voice, or video that impacts mission assurance.
13	Percent	Of communications outages with adequate back-up communications paths.
14	Percent	Of time communications (voice, video, and data) connectivity maintained with all units.

ART 5.10.2.1 CONDUCT ENTERPRISE SYSTEMS MANAGEMENT AND NETWORK MANAGEMENT

5-159. Units that perform this task engineer, install, operate, manage, maintain, and restore LandWarNet communication and computer networks, systems, and applications to achieve information advantage in support of operations. Network management provides networked system services with the desired level of quality and guaranteed availability. Systems management comprises all measures necessary to ensure effective and efficient operation of information systems, elements of systems, and services. (FM 6-02.71) (USACCOE)

No.	*Scale*	*Measure*
01	Yes/No	The staff prepared and maintained information systems estimates, plans, and orders.
02	Yes/No	The staff recommended command post locations based on the information environment.
03	Yes/No	All means of communication (terrestrial, airborne, and satellite) were used to ensure end-to-end connectivity.

No.	Scale	Measure
04	Yes/No	Frequency requirements were planned, allocated, and coordinated with other spectrum-related activities.
05	Yes/No	Unit performed all measures necessary to ensure the effective and efficient operations of information systems, elements of systems, and services.
06	Time	To coordinate, plan, and direct all information systems support interfaced with joint and multinational forces, including host-nation forces.
07	Time	To coordinate the availability of commercial information systems and information services.
08	Time	To coordinate unit commercial and military satellite communications requirements.
09	Time	Spent monitoring and adjusting the network and systems to ensure their health and integrity.
10	Percent	Of users provided with the desired level of quality and guaranteed availability.
11	Percent	Of outages, degradations, and upgrades that had operational impact reported.
12	Percent	Of time to recommend information systems network priorities for mission command.

ART 5.10.2.2 CONDUCT INFORMATION DISSEMINATION MANAGEMENT AND CONTENT STAGING

5-160. Units that perform this task provide the Army's portion of the Department of Defense information networks (LandWarNet) warfighting intelligence and business domains at all levels (strategic, operational, and tactical) with awareness of relevant, accurate information; automated access to newly discovered or recurring information; and timely, efficient, and assured delivery of information in a usable format. (FM 6-02.71) (USACCOE)

No.	Scale	Measure
01	Yes/No	The staff analyzed system requirements and engineered local data storage and information services to optimize the flow and location of information within LandWarNet in relation to information producers, information consumers, and the mission requirements.
02	Yes/No	Unit established procedures for collecting, processing, displaying, storing, and disseminating data and information within the headquarters, staff sections, and subordinate commands throughout the operations process.
03	Yes/No	Unit optimized and adjusted information services based on the commander's and knowledge manager's guidance and user priorities.
04	Yes/No	Unit provided the means for users to discover, access, and store information products across LandWarNet.
05	Yes/No	The staff continuously monitored networks to ensure information was transferred to users, operators, and decision makers in a timely, efficient manner and in a format that met user needs.
06	Percent	Of time that relevant, accurate information was available in local information stores.
07	Percent	Of reduced network transport bandwidth required by staff who needed local access to routinely required information products.

ART 5.10.2.3 CONDUCT CYBERSECURITY

5-161. Cybersecurity prevents damage to, protection of, and restoration of computers, electronic communications systems, electronic communications services, wire communication, and electronic communication, including information contained therein, to ensure its availability, integrity, authentication, confidentiality, and nonrepudiation. Cybersecurity functions consist of identify, protect, detect, respond, and recover. Cybersecurity aids an organization in expressing its management of cybersecurity risk by organizing information, enabling risk management decisions, addressing threats, and improving by learning from previous activities. (FM 6-02.71) (USACCOE)

No.	Scale	Measure
01	Yes/No	Unit included cybersecurity as a key element of operational planning activities.
02	Yes/No	Unit performed cybersecurity risk management that enhanced the security and resilience of net-enabled operations.
03	Yes/No	Cybersecurity efforts and activities considered and accounted for cyber threats in all directions, at all times, and in all environments.
04	Yes/No	Unit integrated cybersecurity with all other network operations to provide strength and structure to overall effort.
05	Yes/No	Unit's critical assets were not compromised and achieved mission assurance.
06	Number	Of security layers applied to mission critical systems to counter likely cyber threats.
07	Number	Of redundancies applied at critical points of failure that offered equal or greater capability.

ART 5.10.2.3.1 Identify Mission Critical Assets, Cyber Threats, and Vulnerabilities

5-162. Units develop the organizational understanding to manage cybersecurity risk to systems, assets, data, and capabilities. This ART provides understanding of the mission, the resources that support critical functions, and the related cybersecurity risks. This allows an organization to focus and prioritize its efforts, consistent with its risk management strategy and mission needs. (FM 6-02.71) (USACCOE)

No.	Scale	Measure
01	Yes/No	Unit conducted an inventory of the organization's physical devices and systems and software applications.
02	Yes/No	Unit mapped associated communication and data flows.
03	Yes/No	Unit assigned mission assurance categories to systems based on importance of the information they processed relative to achieving commander's goals and objectives.
04	Yes/No	Unit identified mission critical assets by determining priorities, objectives, and activities.
05	Yes/No	Unit complied with applicable Army, joint, Department of Defense, and national policies, laws, procedures, and processes.
06	Yes/No	Unit determined likely natural, man-made, intentional, and unintentional threats and threat agents based on intelligence threat assessment.
07	Yes/No	Unit monitored external data sources to maintain currency of threat condition.
08	Yes/No	Unit conducted a vulnerability assessment to discover flaws, loopholes, oversights, or errors that a threat source can exploit.
09	Yes/No	Unit performed routine vulnerability assessments and information assurance vulnerability management procedures to manage system and network vulnerabilities.
10	Yes/No	Unit applied remediation actions specified in the information assurance vulnerability management. If unit cannot implement the information assurance vulnerability management, it submitted a mitigation plan to the Army Cyber Command vulnerability tracking databases.
11	Time	Required to share scanning results with appropriate entities to help eliminate similar vulnerabilities in other information systems.
12	Number	Of times unit requested intelligence on latest threat tactics, techniques, and procedures.
13	Number	Of vulnerabilities discovered through scheduled and unscheduled vulnerability scanning.

Art 5.10.2.3.2 Protect Networks, Information Systems, and Data

5-163. Units develop and implement the appropriate safeguards to ensure delivery of critical services. This ART supports the ability to limit or contain the impact of potential cybersecurity events. (FM 6-02.71) (USACCOE)

No.	Scale	Measure
01	Yes/No	Unit applied or assigned an information condition based on the status of information systems, military operations, and intelligence assessments.
02	Yes/No	Unit protected networks, information systems, and data by utilizing access controls.
03	Yes/No	Unit protected data at rest and in transit utilizing communications security.
04	Yes/No	Unit implemented principles, structures, and standards for hardware and software acquisition and lifecycle management.
05	Yes/No	Unit implemented host-based security to protect information systems from viruses and malware.
06	Yes/No	Unit implemented telecommunications and network security for transmissions over private and public communications networks and media.
07	Yes/No	Unit established alert thresholds of network monitoring systems.
08	Yes/No	Unit created a continuity of operations plan in case of incidents that interrupt or may interrupt normal operations.
09	Yes/No	Unit implemented physical security measures to protect the network and systems against damage, loss, or theft.
10	Yes/No	Unit implemented electronic protection to protect personnel, facilities, and equipment from friendly or enemy use of the electronic spectrum that degrade, neutralize, or destroy friendly combat capability.
11	Yes/No	Unit had internal policies and implements operations security to protect against social engineering type attacks.
12	Percent	Of users who received cybersecurity training.

Art 5.10.2.3.3 Detect Anomalous Network Activity

5-164. Units develop and implement the appropriate activities to identify the occurrence of cybersecurity events. This ART enables timely discovery of cybersecurity events. (FM 6-02.71) (USACCOE)

No.	Scale	Measure
01	Yes/No	Unit baselined all network and information systems configurations and behaviors.
02	Yes/No	Unit employed technologies such as intrusion detection systems and other sensor and logging devices to discover and report anomalous behavior.
03	Yes/No	Unit incorporated monitoring of the physical environment and personnel activity.
04	Yes/No	Unit was postured to support law enforcement and counter-intelligence activities when applicable.
05	Time	Taken to categorize and report incidents to the appropriate entities.
06	Number	Of network anomalies detected over a 24-hour period.
07	Percent	Of time unit monitored network for anomalous activity to provide timely warning of incidents and attacks.

Art 5.10.2.3.4 Respond to Anomalous Network Activity

5-165. Units develop and implement the appropriate activities to take action regarding detected cybersecurity events. This ART supports the ability to contain the impact of potential cybersecurity events. (FM 6-02.71) (USACCOE)

No.	Scale	Measure
01	Yes/No	Unit had a well-defined plan that described processes and procedures for dealing with an incident.
02	Yes/No	Unit developed activities to prevent expansion of an event, lessen its effects, and create conditions to eradicate the cause.
03	Yes/No	Unit collected logs and other forensic evidence for examination and validation.

No.	Scale	Measure
04	Time	Required to handle incidents and achieve mission assurance.
05	Time	Required to understand technical details, root causes, and operational impact of incident.

Art 5.10.2.3.5 Recover Networks, Information Systems, and Data

5-166. Units develop and implement the appropriate activities to maintain plans for resilience and to restore any capabilities or services that were impaired due to cybersecurity events. This ART supports timely recovery to normal operations to reduce the impact from cybersecurity events. (FM 6-02.71) (USACCOE)

No.	Scale	Measure
01	Yes/No	Unit conducted a post-incident analysis and review of incident handling procedures.
02	Yes/No	Unit developed follow-up strategies that supported prevention goals.
03	Time	Required to establish normal operation levels across the network and eradicate threat.

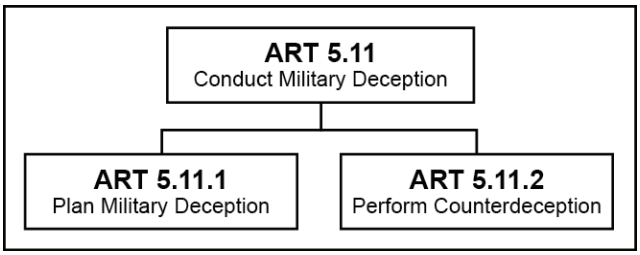
ART 5.10.3 EMPLOY COMMUNICATIONS SECURITY

5-167. Units deny the enemy information of value that might be derived from the possession and study of telecommunications. Communications security requires key, device, and other communications security material management at the lowest echelon possible while maintaining the highest physical and information security level the equipment and material require. (FM 6-02) (USACCOE)

No.	Scale	Measure
01	Yes/No	Communications security compromised degraded, delayed, or modified unit operations.
02	Yes/No	Unit executed controlling authority functions.
03	Time	To refine and synchronize Annex H (Signal) to operation order.
04	Time	To complete communications security assessment in the area of operations.
05	Time	To identify improper occurrences of communications security.
06	Percent	Of increased or decreased number of security violations on combat net radios in the area of operations within a given time.
07	Percent	Of enemy sensor coverage in area of operations known to friendly force.
08	Percent	Of successful enemy attempted penetration of friendly information systems.
09	Percent	Of information system administrators and operators who had current operations security training.
10	Percent	Of identified friendly communications vulnerabilities in area of operations exploited by enemy actions.
11	Percent	Of electronic communications in encrypted or secured area of operations.
12	Percent	Of message traffic in area of operations exploited by enemy.
13	Percent	Of friendly information systems in area of operations exploited by enemy.
14	Percent	Of communications security measures previously assessed unsatisfactory that had improved based on assessment.
15	Percent	Of friendly operations conducted in a restrictive emission control environment.
16	Percent	Of units, installations, and agencies in area of operations operating from a common signal operating instructions.
17	Percent	Of unit communications systems requiring more than one encryption system.
18	Percent	Of communications systems using encryption.
19	Percent	Of systems that included communications security in communications network planning.

No.	Scale	Measure
20	Percent	Of communications security account personnel who were properly trained and in accordance with AR 380-40.
21	Number	Of communications security incidents reported.
22	Number	Of security violations on combat net radios in the area of operations.
23	Number	Of teams fielded to monitor friendly communications systems.
24	Number	Of interceptions of friendly communications during planning and execution.
25	Number	Of redundant communications paths available to connect operational information systems.

SECTION XI – ART 5.11: CONDUCT MILITARY DECEPTION



5-168. *Military deception* are actions executed to deliberately mislead adversary military, paramilitary, or violent extremist organization decision makers, thereby causing the adversary to take specific actions (or inactions) that will contribute to the accomplishment of the friendly mission (JP 3-13.4). Military deception targets adversary decision makers causing those decision makers to take an action or inaction that can be exploited by friendly forces. (ADRP 6-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit achieved military deception objective.
02	Yes/No	Unit integrated military deception effort with other operations.
03	Yes/No	Military deception effort conformed to instructions from higher headquarters, statutory requirements, and international agreements.
04	Yes/no	Military deception effort supported the commander's intent.
05	Yes/No	Military deception assessed enemy decision-making capabilities in order to devise appropriate deception.
06	Yes/No	Unit maintained operations security throughout the process.
07	Yes/No	Unit used various sources—physical, electronic, imitative, simulative, and manipulative—to transmit the military deception story to the enemy.
08	Yes/No	Unit identified the deception effects on a target appropriate to the level of deception operation.
09	Yes/No	Enemy identified military deception after commencing operations.
10	Yes/No	Unit implemented operations security measures to protect the military deception operations from hostile detection and unwitting disclosure to friendly elements.
11	Time	To provide a military deception plan to support a branch or sequel.
12	Time	To identify key enemy decision makers.
13	Time	To identify enemy critical intelligence indicators.
14	Percent	Of operation plans and orders that contained Appendix 14 (Military Deception) to Annex C (Operations).
15	Percent	Of friendly military deception operations that resulted in the enemy reallocating its resources.

No.	Scale	Measure
16	Percent	Of enemy critical intelligence indicators successfully supplied with false or misleading information.
17	Percent	Of military deception events executed at the time and location specified.
18	Percent	Of physical environment and other conditions of an operational environment effectively used to support military deception effort.
19	Number	Of physical, technical, and administrative means available to convey information to the military deception effects on a target.

ART 5.11.1 PLAN MILITARY DECEPTION

5-169. Plan military deception is the planning of actions to mislead enemy or adversary military decision makers deliberately as to friendly military capabilities, intentions, and operations. Military deception attempts to cause the enemy or adversary to take specific actions (or inactions) that contribute to accomplishing the friendly mission. Military deception includes but is not limited to simulative deception, simulative electronic deception, imitative electronic deception, and manipulative electronic deception. (ADRP 6-0) (USACAC)

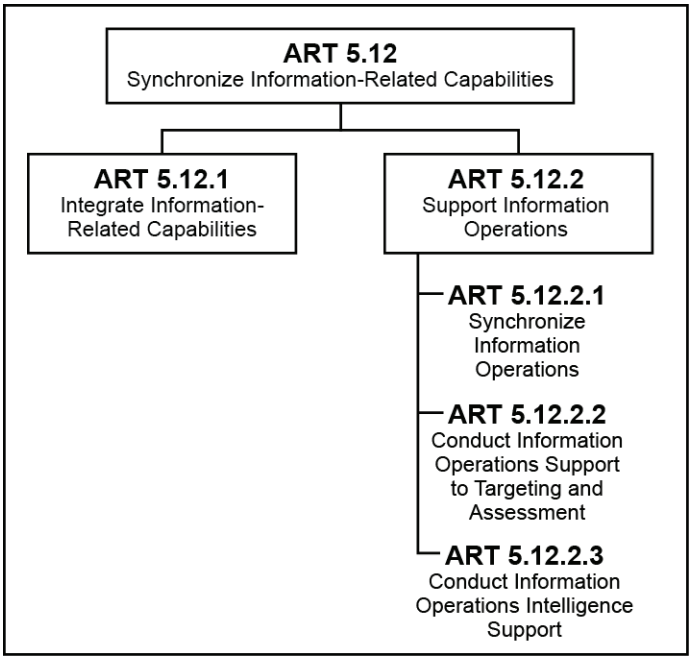
No.	Scale	Measure
01	Yes/No	Military deception officer developed military deception plan.
02	Yes/No	Military deception assessed enemy decision-making capabilities in order to devise appropriate deception.
03	Yes/No	Unit identified all relevant actors and actions necessary to conduct the deception.
04	Yes/No	Military deception plan supported the higher headquarters and commander's intents.
05	Yes/No	Unit developed branches and sequels.
06	Yes/No	Military deception integrated operations security measures to protect the military deception operation from hostile detection and unwitting disclosure to friendly elements.
07	Time	To submit plan.
08	Time	To identify key enemy decision makers.
09	Time	To identify enemy critical intelligence indicators.
10	Percent	Of enemy force decoyed away from the area of the unit's decisive operation.
11	Percent	Of friendly military deception operations that resulted in the enemy reallocating its resources.
12	Percent	Of enemy critical intelligence indicators successfully supplied with false or misleading information.
13	Percent	Of military deception events executed at the time and location specified.
14	Percent	Of physical environment and other conditions of an operational environment effectively used to support military deception plan.
15	Percent	Of false information contained in the military deception story.
16	Number	Of physical, technical, and administrative means available to convey information to the military deception effects on a target.

ART 5.11.2 PERFORM COUNTERDECEPTION

5-170. Counterdeception is the effort to negate, neutralize, diminish the effects of, or gain advantage from foreign deception operations. Counterdeception contributes to situational understanding by protecting friendly human and automated decision making from adversary deception. Counterdeception strives to make Army commanders aware of adversary deception activities so they can formulate informed and coordinated responses. (JP 3-13.4) (JS)

No.	Scale	Measure
01	Yes/No	Friendly course of action was not affected by enemy deception except as desired to deceive the enemy when the friendly force accepted the enemy deception story.
02	Yes/No	Unit detected enemy deception activities.
03	Yes/No	Unit identified adversary attempts to deceive friendly forces.
04	Time	To identify adversary attempts to deceive friendly forces.
05	Time	To develop counterdeception operations options as required.

SECTION XII – ART 5.12: SYNCHRONIZE INFORMATION-RELATED CAPABILITIES



5-171. The Army conducts information operations to achieve an operational advantage in the information environment by synchronizing information-related capabilities to affect threat decision making, while protecting our own; align words, deeds and images; and engage relevant foreign audiences. Information-related capabilities are capabilities that affect the people, organizations, and systems that compose the information environment, such as military information support operations, combat camera, electronic warfare, cyberspace operations, and public affairs. Additionally, the Army supports information operations with specialized information operations units that plan, synchronize, and assess employment of information-related capabilities and expeditionary cyberspace operations. These organizations provide an array of deployable support teams, reach-back and analysis, and specialized information-related capabilities training. (FM 3-13) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit demonstrated knowledge of all information-related capabilities and their contributions to achieving the commander's intent within unified land operations.
02	Yes/No	Unit integrated analysis of the information environment as well as friendly capabilities and intentions to identify and isolate potential vulnerabilities to friendly information, information systems, and decision making.
03	Yes/No	Unit nested related capabilities and activities with commander's objectives.
04	Yes/No	Unit information-related capabilities and activities were incorporated into appropriate operations process events.

No.	Scale	Measure
05	Yes/No	Unit ensured personnel within their formations were trained on specific information-related capabilities that support a commander's objectives.
06	Time	To plan and synchronize information-related capabilities into unit operations.
07	Time	To notify and prepare an information-related capability or activity for operations.
08	Percent	Of targets in the target synchronization matrix engaged by information-related capabilities.
09	Number	Of information-related capabilities employed in support of a specific operation.

ART 5.12.1 INTEGRATE INFORMATION-RELATED CAPABILITIES

5-172. Units integrate information-related capabilities to achieve operational advantage in the information environment. Operational advantage is achieved through the creation of effects that achieve one or more of the following: influence, disrupt, corrupt, or usurp threat decision making; protect friendly networks and their systems and information; align narratives, themes, messages, and actions with the commander's intent, concept of operations, and desired end state; and engage relevant foreign audiences to influence behavior in concert with the commander's intent and desired end state. (FM 3-13) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit demonstrated knowledge of all information-related capabilities and their contributions to achieving the commander's intent within unified land operations.
02	Yes/No	Unit demonstrated ability to effectively select the right activities to amplify desired outcomes.
03	Yes/No	Unit gave sufficient notice and guidance to assets to ensure their contributions were effectively integrated and optimized with each other.
04	Yes/No	Unit ensured assets were incorporated into appropriate working groups.
05	Yes/No	Unit ensured personnel within their formations were trained on specific information-related capabilities that support a commander's desired end state.
06	Yes/No	Unit developed synchronized multiple information-related capabilities in planning, coordination, synchronization, and assessment requirements in support of commander's objectives.
07	Yes/No	Unit nested synchronized multiple information-related capabilities in planning, coordination, synchronization, and assessment objectives with commander's intent.
08	Yes/No	Unit analyzed the information environment, incorporating enemy, adversary, neutral, and other's capabilities and intentions to identify strengths and weaknesses subject to exploitation.
09	Yes/No	Unit analyzed the information environment incorporating friendly capabilities and intentions to identify and isolate potential vulnerabilities within friendly networks and information-based systems and activities.
10	Yes/No	Unit augmented its staff with information operations support teams and capabilities, taking advantage of opportunities in the information environment to exploit and degrade enemy and adversary networked and information-based systems and activities.
11	Yes/No	Unit exploited enemy and adversary networked and information-based systems and activities.
12	Yes/No	Unit mitigated or minimized the effects of enemy and adversary attacks against friendly networked and information-based systems and activities.
13	Yes/No	Unit achieved the desired level of damage, exploitation, and degradation against enemy and adversary networked and information-based systems activities.
14	Time	To identify the need for the integration of an asset.
15	Time	To notify and prepare an asset.
16	Time	To initiate planning, coordination, synchronization, and assessment of information operations in support of land operations.

No.	Scale	Measure
17	Time	To achieve measurable results against enemy and adversary networked and information-based systems and activities.
18	Percent	Of targets in the target synchronization matrix were engaged by assets.
19	Percent	Of enemy and adversary networked and information-based targets and activities nominated during the targeting process.
20	Percent	Of enemy and adversary networked and information-based systems and activities engaged in support of land operations.
21	Percent	Of enemy and adversary attacks against friendly networked and information-based systems and activities that were thwarted, mitigated, or minimized.
22	Number	Of assets employed in support of a specific operation.

ART 5.12.2 SUPPORT INFORMATION OPERATIONS

5-173. The Army supports information operations (IO) by providing specialized IO capabilities to land operations. IO support aims to protect and defend friendly use of information, information systems, and human and automated decision making. IO support aims to attack, degrade, deny, and disrupt enemy, adversary, or other's use of information, information systems, and human and automated decision making. IO specialized support units and activities at echelons above corps plan, coordinate, synchronize, and assess employment of capabilities to support IO for the Army and other land forces. Army units use dedicated activities of deployable support teams, reachback planning and analysis, and specialized training to enable and sustain military freedom of action in the information environment while denying the same to the adversaries. (FM 3-13) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit developed IO planning and integration requirements in support of commander's objectives.
02	Yes/No	Unit nested IO planning and integration objectives with commander's intent.
03	Yes/No	Unit integrated analysis of the information environment as well as of enemy, adversary, neutral, and other's capabilities and intentions to identify useful exploitation opportunities.
04	Yes/No	Unit integrated analysis of the information environment as well as of friendly capabilities and intentions to identify and isolate potential vulnerabilities to friendly information, information systems, and decision making.
05	Yes/No	Unit integrated IO support teams and capabilities, taking advantage of opportunities in the information environment to exploit or degrade human and automated decision making.
06	Yes/No	Unit exploited information and information system vulnerabilities.
07	Yes/No	Unit protected or minimized exploitation or degradation to human and automated decision making.
08	Yes/No	Unit protected or minimized degradation to information and information systems.
09	Yes/No	Unit achieved the desired damage, exploitation, and degradation levels against targeted automated and human decision making.
10	Yes/No	Unit achieved the desired damage, exploitation, and degradation levels against targeted information and information systems.
11	Yes/No	Unit achieved acceptable levels of protection against and mitigated enemy or adversary attacks on friendly decision making, information, and information systems.
12	Time	To initiate IO planning and integration in support of unified land operations.
13	Time	To achieve desired effects within the information environment in support of unified land operations.
14	Time	To observe the results of efforts directed against enemy, adversary, neutral, and other decision making, information, and information systems.

No.	Scale	Measure
15	Percent	Of IO accounted for in the operations synchronization process.
16	Number	Of enemy, adversary, neutral, or other decision making, information, and information systems evaluated as candidates for commander's operations.

ART 5.12.2.1 SYNCHRONIZE INFORMATION OPERATIONS

5-174. The synchronization of information operations includes all information-related capabilities in concert with other lines of operation used to affect the decision-making cycle of adversaries. Information operations integration is characterized by the planning, coordination, and synchronization of policies and procedures, operations, personnel, and technology. This integration aims to protect and defend friendly use of information, information systems, and human and automated decision making, and to affect enemy, adversary and other's use of information, information systems, and human and automated decision making. (FM 3-13) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit addressed unit's information operations activities and capabilities (military deception and operations security) as part of the broader information operations integration effort during design.
02	Yes/No	Unit included unit's information operations activities and capabilities (military deception and operations security) within the broader information operations integration requirements nested with the mission narrative and the commander's intent.
03	Yes/No	Unit included unit's information operations activities and capabilities (military deception and operations security) within the information operations integration requirements developed simultaneously with mission command objectives and mission planning.
04	Yes/No	Unit integrated information operations support teams, unit's information operations activities, and capabilities (military deception and operations security), taking advantage of opportunities within the information environment, to exploit or degrade human or automated decision making.
05	Yes/No	Unit exploited information, information systems, or infrastructure.
06	Yes/No	Unit protected or minimized exploitation or degradation of friendly human and automated decision making.
07	Yes/No	Unit protected or minimized exploitation or degradation of information, information systems, or infrastructure.
08	Yes/No	Unit developed measures of performance for unit information operations activities and capabilities (military deception and operations security).
09	Yes/No	Unit developed measures of effectiveness for unit information operations activities and capabilities (military deception and operations security).
10	Yes/No	Unit achieved the desired damage, exploitation, or degradation against the targeted information, information systems, decision-making processes, or infrastructure.
11	Yes/No	Unit achieved acceptable levels of protection against or mitigated attacks on friendly information, information systems, and decision-making processes.
12	Yes/No	Unit operations were supported by integrated unit information operations activities and capabilities (military deception and operations security) and were not compromised by enemy, adversary, neutral, or other's actions within the information environment.
13	Yes/No	Unit reinforced intended consequences and support desired outcomes.
14	Yes/No	Unit mitigated unintended consequences and avoided unwanted outcomes.
15	Yes/No	Unit information operations activities and capabilities were consistent with and supported higher echelon commander's objectives, desired effects, and outcomes.
16	Time	To initiate unit information operations activities and capabilities (military deception and operations security) for design, planning, and integration in support of decisive action.
17	Time	To achieve desired effects within the information environment in support of decisive action.

No.	Scale	Measure
18	Time	To observe the results of efforts directed against enemy, adversary, neutral, and other decision making, information, and information systems.
19	Time	To identify, determine appropriate response, and implement changes in response to attacks against friendly information, information systems, and decision making processes.
20	Percent	Of unit information operations activities and capabilities (military deception and operations security) that achieved desired effects within the information environment resulting in damage, exploitation, or degradation to targeted information, information systems, or infrastructure.
21	Percent	Of integrated plans for unit information operations activities and capabilities (military deception and operations security) through the operations synchronization process.
22	Number	Of instances of the disabling, corruption, compromising, or exploitation of friendly information, information systems, and decision making processes.

ART 5.12.2.2 Conduct Information Operations Support to Targeting and Assessment

5-175. Units perform this task to systematically analyze the information environment, the entities operating within it, associated observable and quantifiable information activities, and information (flow and content) transiting through or residing in the environment. These units determine (subjectively or empirically) the affect this analysis has on current operations or could conceivably have on planned operations. Units identify potential information environment effects on targets, infrastructure, systems, and system components to be engaged by the unit. Then units subsequently determine the extent of damage or disruption inflicted upon enemy and adversary information and information systems, infrastructure, facilities, personnel, or activities. Lastly, units extrapolate the impact this analysis will have on friendly operations. (FM 3-13) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit identified enemy, adversary, neutral, and other's systems, processes, capabilities, or infrastructure vulnerable to attack, damage, exploitation, or disruption in accordance with standing orders and rules of engagement.
02	Yes/No	Unit prioritized and nominated critical enemy, adversary, neutral, and other's systems, processes, capabilities, or infrastructure as high-payoff targets.
03	Yes/No	Unit determined which capability or combination of capabilities would achieve the desired effect.
04	Yes/No	Unit linked reconnaissance and surveillance assets to specific targets and integrated them into the reconnaissance and surveillance plan for target data base development and near real-time target tracking.
05	Yes/No	Unit developed measures of performance related to information environment.
06	Yes/No	Unit developed measures of effectiveness related to information environment.
07	Yes/No	Unit passed attack or exploitation guidance to commanders and attack or exploitation systems in sufficient time to engage targets.
08	Yes/No	Unit achieved desired damage, exploitation, or degradation levels against targeted human or automated decision-making processes.
09	Yes/No	Unit achieved desired damage, exploitation, or degradation levels against targeted information, information systems, or infrastructure.
10	Yes/No	Unit assessed measures of effectiveness related to information environment effects achieved and issued for retargeting and new targeting guidance.
11	Time	To identify, prioritize, and nominate targets vulnerable to attack or exploitation.
12	Time	To identify and submit target collection requirements for tracking, attacking, and assessing measures of effectiveness.
13	Time	To develop target list, perform target analysis, and validate targets based on commander's targeting guidance, commander's intent, and rules of engagement.

No.	Scale	Measure
14	Time	For sensors to acquire, track, and pass target information to attack or exploitation systems.
15	Time	To achieve desired effects within the information environment in support of decisive action.
16	Time	To observe results of efforts directed against enemy, adversary, neutral, and other's decision making, information, information systems, or infrastructure.
17	Percent	Of correctly identified targeted critical decision making, information, information systems, or infrastructure.
18	Percent	Of critical enemy, adversary, neutral, and other's decision making, information, information systems, or infrastructure that were damaged, exploited, or disrupted.
19	Number	Of enemy, adversary, neutral, and other's decision making, information, information systems, or infrastructure that were evaluated as information environment effects on targets.

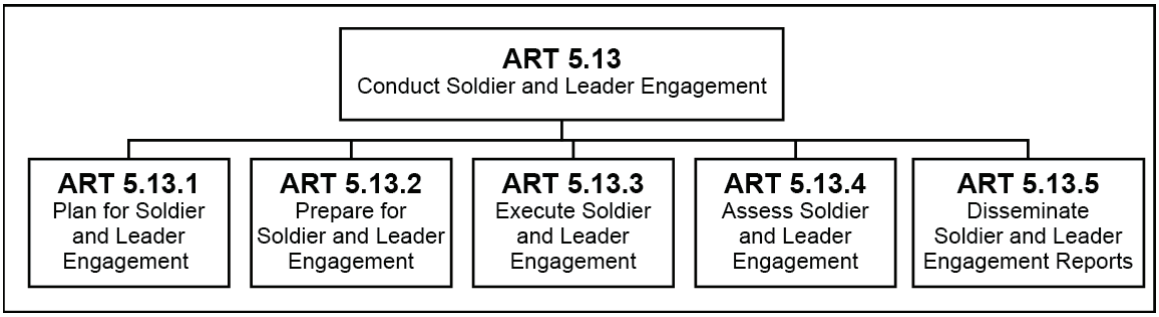
ART 5.12.2.3 CONDUCT INFORMATION OPERATIONS INTELLIGENCE SUPPORT

5-176. Units perform this task to collect, process, analyze, and provide information to identify critical enemy or adversary command and control nodes, information and information systems, personnel, infrastructure, facilities, resources, processes, and activities. They also collect, process, analyze, and provide information to identify and quantify data and information transiting or residing within that portion of the information environment most relevant to the current or planned operation. Lastly, these units identify enemy or adversary courses of actions and targets of opportunity within the information environment and assess the effectiveness of friendly actions taken to deny, disrupt, or degrade enemy or adversary activities within the information environment. (FM 3-13) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit integrated intelligence analysis of the information environment to identify enemy, adversary, neutral, and other's information operations related information, personnel, infrastructure, facilities, systems, processes, and capabilities.
02	Yes/No	Unit identified critical infrastructure, population centers, demographics, attitudes, alliances, and behaviors.
03	Yes/No	Unit identified spheres of influence within a cultural demographic.
04	Yes/No	Unit identified key decision-maker attitudes, alliances, behaviors, and beliefs.
05	Yes/No	Unit identified exploitable opportunities.
06	Yes/No	Unit identified intelligence support requirements for information-related capabilities by analyzing the information environment.
07	Yes/No	Unit integrated specific intelligence support requirements for information-related capabilities in the reconnaissance and surveillance plan.
08	Yes/No	Unit provided tailored, all-source intelligence to support embedded or augmenting operational and tactical information operations support staff.
09	Yes/No	Unit provided geographic information system data and signal intelligence to embedded or augmenting operational and tactical support teams.
10	Yes/No	Unit intelligence preparation of the battlefield prominently considered the impact information had on the area of operations. This impact included portrayal of potential threat courses of action within the information environment.
11	Yes/No	Unit identified and isolated potential vulnerabilities to friendly information, information systems, and decision making.
12	Yes/No	Unit integrated intelligence analysis of the information environment, as well as assessments of enemy, adversary, neutral, and others, to identify information warfare capabilities and threats.
13	Time	To determine specific intelligence requirements in support of information-related capabilities and activities in unified land operations.

No.	Scale	Measure
14	Time	To collect, analyze, and assess intelligence gathered in support of information-related capabilities and activities in unified land operations.
15	Time	In hours that enemy, adversary, neutral, and others attempted to attack, disrupt, degrade, or exploit friendly information, information systems, and decision making.
16	Percent	Of answers to specific intelligence requirements in support of information-related capabilities.
17	Percent	Of enemy, adversary, neutral, and other's systems, processes, capabilities, or infrastructures vulnerable to attack, damage, exploitation, or disruption.
18	Percent	Of enemy, adversary, neutral, and other's information-related capabilities not covered by operations security measures.
19	Number	Of enemy, adversary, neutral, and other's systems, processes, capabilities, or infrastructures identified as critical points of failure or influence.
20	Number	Of known enemy, adversary, neutral, and other's information sensor coverages in the friendly area of operations.
21	Number	Of enemy, adversary, neutral, and other's attempts to attack, disrupt, degrade, or exploit friendly information, information systems, and decision making.

SECTION XIII – ART 5.13: CONDUCT SOLDIER AND LEADER ENGAGEMENT



5-177. *Soldier and leader engagement* is interpersonal interactions by Soldiers and leaders with audiences in an area of operations. It can occur as an opportunity, face-to-face encounter on the street, or as a scheduled meeting. This interaction can also occur via telephone calls, video teleconferences, or other audiovisual mediums. Soldiers and leaders conduct this engagement to provide information or to influence attitudes, perceptions, and behavior. It provides a venue for building relationships, resolving conflict, conveying information, calming fears, and refuting rumors, lies, or incorrect information. Effectively integrating Soldier and leader engagement into operations increases the potential for commanders to mitigate unintended consequences, counter adversary information activities, and increase local support for friendly forces and their collective mission. (FM 3-13) (USACAC)

Note: This task is supported by ART 2.4.2 (Provide Intelligence Support to Information-Related Capabilities).

No.	Scale	Measure
01	Yes/No	Soldiers and leaders were prepared to conduct engagements and were familiar with the unit narrative (themes and messages), their scope of expertise, media personality profile, and regulations concerning interviews.
02	Yes/No	Unit advised Soldiers and leaders, Department of the Army Civilians, and United States (U.S.) contractors of the inevitability of media presence during military operations.

No.	Scale	Measure
03	Yes/No	Unit briefed Soldiers and leaders, Department of the Army Civilians, and U.S. contractors, and they acknowledged the scope of releasable information during an engagement.
04	Yes/No	The commander ensured the media received maximum unrestricted disclosure of unclassified information in accordance with operations security guidance.
05	Yes/No	Unit constructed and maintained engagement work sheets for each engagement.
06	Yes/No	Unit conducted an after action review to assess outcomes of Soldier and leader engagements and integrated outcomes into future engagements.
07	Yes/No	Unit identified local key decision makers and audiences important to mission success and to achieving the commander's intent.
08	Time	Taken to issue friendly messages in response to crisis communications needs versus adversary's propaganda timeline.
09	Time	To follow up on commitments made during engagement.
10	Percent	Of military leaders, Soldiers, Department of the Army Civilians, and U.S. contractors involved in engagements coordinated across staffs.
11	Percent	Of military leaders, Soldiers, Department of the Army Civilians, and U.S. contractors involved in engagements who successfully delivered a unit narrative.
12	Number	Of identified local key decision makers and audiences important to mission success and achieving the commander's objectives engaged by Soldiers and leaders.

ART 5.13.1 Plan for Soldier and Leader Engagement

5-178. Deliberate Soldier and leader engagement planning involves developing the commander's intent, commander's themes, mission narrative, mission statement, intelligence preparation of the battlefield, rules of engagement, and assessment of the area of operations. Commanders determine who to engage, when to engage, and where to engage during their intelligence preparation of the battlefield (IPB) planning efforts. When deciding who is involved, commanders identify the key informal and formal leaders, key communicators, actors, and other influential personalities within the area of operations. Soldier and leader engagements are deliberately planned using the analysis conducted during IPB. Critical to this process is the social and link analysis to determine the scope of influence that each engagement may have. Properly identifying leader engagement maximizes the second- and third-order effects of the delivered messages. Leader engagement targets with a broader scope of influence can potentially create a larger cascading effect across the area of operations. The commander recommends engagements to the next higher commander for approval as a part of unit battle rhythm and targeting cycle decision briefs. (FM 3-13) (USACAC)

No.	Scale	Measure
01	Yes/No	The staff completed the engagement plan through the military decisionmaking process.
02	Yes/No	The staff determined the selected audience for engagement.
03	Yes/No	The staff conducted complete analysis on selected audience.
04	Yes/no	Commanders decided what desired effect they wanted to achieve from the engagement.
05	Yes/No	Staff identified the best alternative to a negotiated agreement and the zone of possible agreement.
06	Yes/No	Staff developed measures of performances and measures of effectiveness for the engagement.
07	Yes/No	Staff coordinated efforts for engagements.

ART 5.13.2 Prepare for Soldier and Leader Engagement

5-179. Units that perform this task plan the interactions that take place among Soldiers, leaders, and audiences in the area of operations. (FM 3-13) (USACAC)

No.	Scale	Measure
01	Yes/No	Soldiers and leaders completed the engagement work sheet.
02	Yes/No	The staff determined individuals who conducted the Soldier and leader engagement.
03	Yes/No	The staff reviewed enemy activity and local grievances and incorporated them into the intelligence preparation of the battlefield.
04	Yes/no	The unit conducted rehearsal with engagement team.

ART 5.13.3 Execute Soldier and Leader Engagement

5-180. Units that perform this task utilize an engagement plan that provides a logical structure to the engagement and details from the engagement work sheets. Effective Soldier and leader engagements use local customs, etiquette, and beliefs to guide and inform each of the distinct steps to engagement. (FM 3-13) (USACAC)

No.	Scale	Measure
01	Yes/No	Team conducted engagement utilizing the three distinct steps (introduction, business, and post-business).
02	Yes/No	Team completed an engagement report.
03	Yes/No	Team conducted after action review and debrief.

ART 5.13.4 Assess Soldier and Leader Engagement

5-181. Units that perform this task assess the interactions that take place among Soldiers, leaders, and audiences in the area of operations. (FM 3-13) (USACAC)

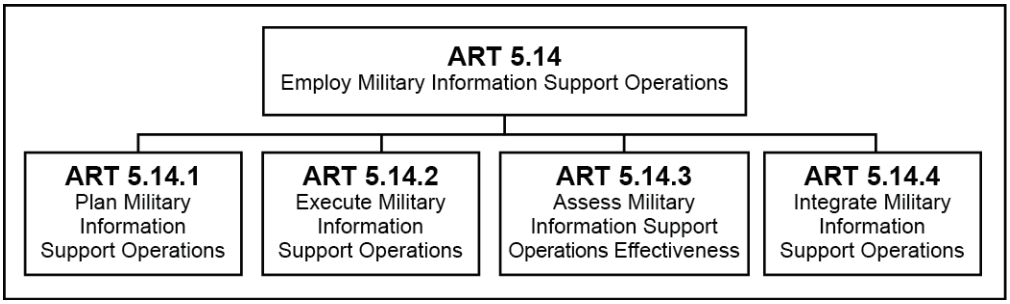
No.	Scale	Measure
01	Yes/No	Unit assessed measures of performance and measures of effectiveness.
02	Yes/No	Unit assessed the need to re-engage Soldier and leader engagement.
03	Yes/No	Unit determined if the Soldier and leader engagement answered any of the commander's critical information requirements.
04	Yes/no	Unit conducted reporting protocols.

ART 5.13.5 Disseminate Soldier and Leader Engagement Reports

5-182. Units that perform this task disseminate the reports and after action reviews gathered after the interactions take place between Soldiers and leaders with audiences in the area of operations. (FM 3-13) (USACAC)

No.	Scale	Measure
01	Yes/No	Soldier and leader engagement documented details of engagement.
02	Yes/No	Soldier and leader established or followed reporting chain.
03	Yes/No	Soldier and leader submitted initial and follow-on reports within required time.
04	Yes/No	Soldiers and leaders integrated engagement reporting with routine reporting systems and mechanisms common to the unit and its higher headquarters.
05	Yes/No	Details of the report were accurate and in proper reporting format.
06	Time	Taken to report initial engagement.
07	Time	Taken to report follow-on engagement information.

SECTION XIV – ART 5.14: EMPLOY MILITARY INFORMATION SUPPORT OPERATIONS



5-183. Commanders employ military information support operations (MISO) to influence foreign audiences to increase combat effectiveness in military operations. MISO forces advise the commander on the psychological effects of military activities and the use of influencing activities in the area of operations. (FM 3-53) (USAJFKSWCS)

ART 5.14.1 PLAN MILITARY INFORMATION SUPPORT OPERATIONS

5-184. Military information support operations (MISO) are integrated through participation in the organization's decision-making process. Planning guidance is derived from the MISO programs approved by the Under Secretary of Defense for Policy. In the operation plan, the MISO planner develops Appendix 13 (Military Information Support Operations) to Annex C (Operations). The planner coordinates with the other staff members to enable the execution of MISO, including intelligence and information collection, targeting, and delivery of messages and actions. (FM 3-53) (USAJFKSWCS)

No.	*Scale*	*Measure*
01	Yes/No	MISO staff planners developed Appendix 13 (Military Information Support Operations) to Annex C (Operations), integrating branches and sequels, in accordance with applicable MISO programs, commander's guidance, and higher headquarters guidance.
02	Yes/No	Future operations cell or section incorporated MISO planning efforts.
03	Yes/No	MISO staff planner advised the command on the capabilities of MISO elements and the actual and potential psychological effects of MISO within the area of operations.
04	Yes/No	MISO staff planners coordinated for production and delivery methods. This action may be through contracting or through MISO organic assets located in the United States or other locations within the area of operations.
05	Yes/No	MISO staff planners identified delivery methods and platforms in Appendix 13 (Military Information Support Operations) to Annex C (Operations) prior to execution.
06	Yes/No	MISO planners developed plans, as required, for civil authority information support to the Department of Homeland Security and Federal Emergency Management Agency as part of *Emergency Support Function #15 (External Affairs)*.
07	Yes/No	MISO planners provided input to the targeting process in accordance with the supported unit standard operating procedure.
08	Yes/No	MISO planners identified information collection requirements and coordinated with the S-2 or G-2 to incorporate them into the overall collection plan.
09	Yes/No	MISO planners coordinated with the non-Department of Defense (DOD) supported organizations staff to ensure DOD MISO operations were coordinated and synchronized.
10	Yes/No	MISO planners synchronized and deconflicted MISO plans and programs with other information-related capabilities.

No.	Scale	Measure
11	Yes/No	The assessment plan was included in Appendix 13 (Military Information Support Operations) to Annex C (Operations). MISO planners developed assessment criteria during the planning process and continuously refined the criteria throughout the operation.
12	Yes/No	MISO provided input to the intelligence surveillance reconnaissance plan.
13	Time	For staff to request MISO augmentation assets.
14	Time	For MISO staff planners to submit information requirements and priority information requirements.

ART 5.14.2 Execute Military Information Support Operations

5-185. Military information support operations (MISO) forces conduct MISO by influencing foreign audiences through planned, coordinated, and targeted delivery of culturally attuned messages and psychological actions. MISO forces advise the commander on the psychological effects of military activities, conduct analysis to determine most appropriate targets within the area of operations, and determine the dissemination methods and platforms most likely to achieve the commander's objectives. Commanders derive their authorities to execute MISO from both the MISO program approved by the Under Secretary of Defense for Policy and from a Chairman of the Joint Chiefs of Staff execution order, state department, or chief of mission. This guidance collectively shapes how MISO assets write, synchronize, and deliver messages and actions. (FM 3-53) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	MISO forces advised the commander on potential psychological effects of MISO on local audiences.
02	Yes/No	MISO forces advised host nations or foreign forces in the development and execution of influence activities.
03	Yes/No	MISO forces developed messages and actions within the parameters of the approved MISO program.
04	Yes/no	MISO forces coordinated for the delivery of messages to targets and the execution of psychological actions.
05	Yes/No	The MISO messages and actions supported the commander's intent.
06	Yes/No	MISO units delivered messages and executed actions in accordance with the series execution matrix. The message release times were synchronized with the branches and sequels of the operation order.
07	Yes/No	Staff identified the threat of adversary and enemy information aimed at local audiences and coalition forces.
08	Yes/No	MISO products and actions were synchronized and deconflicted throughout the area of operations.
09	Yes/No	A series execution matrix was developed to ensure timely delivery of messages to the appropriate targets and to monitor layering effects.
10	Yes/No	When authorized, MISO forces trained host-nation forces on developing a capability to conduct influencing activities.
11	Yes/No	MISO forces advised host-nation key leaders on the employment of a newly developed capability to conduct influence activities.
12	Yes/No	MISO forces utilized multiple dissemination and distribution platforms for messages.
13	Yes/No	MISO forces advised indigenous leaders on the employment of a newly developed capability to conduct influence activities.
14	Yes/No	MISO forces trained indigenous personnel on influence activities.
15	Yes/No	MISO forces assisted indigenous leaders to develop an influence capability.

ART 5.14.3 ASSESS MILITARY INFORMATION SUPPORT OPERATIONS EFFECTIVENESS

5-186. Commanders rely on military information support operations (MISO) forces to assess the effects of messages and actions within the area of operations and to make adjustments as necessary. MISO forces monitor, assess, and adjust messages and actions to maximize their effectiveness in support of the commander's objectives. MISO staff planners and unit leaders advise the commander based on assessment outcomes. Determining effectiveness begins during planning with the development of the concept of assessment. (FM 3-53) (USAJFKSWCS)

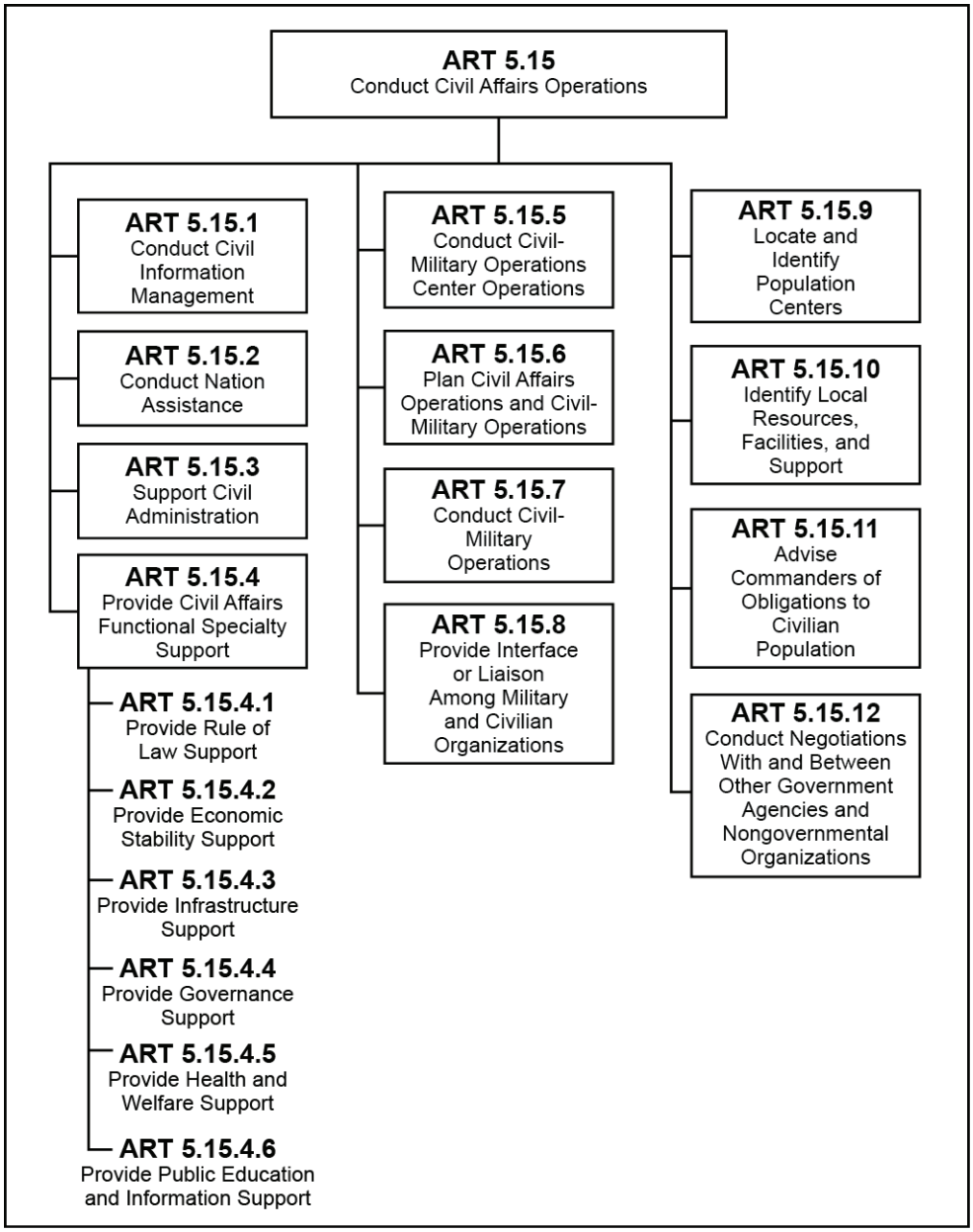
No.	*Scale*	*Measure*
01	Yes/No	MISO forces updated assessment criteria based on operational changes.
02	Yes/No	MISO forces submitted information requests to monitor local populations for events relevant to the messages and actions evaluated.
03	Yes/No	MISO forces assessed local activity to determine effectiveness of messages and actions in terms of meeting the commander's objectives.
04	Yes/No	MISO forces revised messages and actions based on assessment results.
05	Yes/No	MISO forces adjusted messages and actions based on information due to assessments or other analyzed observations.
06	Yes/No	MISO forces analyzed the behavior of the intended target audiences to determine impact on the commander's objectives.
07	Yes/No	MISO forces analyzed the behavior of unintended target audiences to determine impact on the commander's objectives.

ART 5.14.4 INTEGRATE MILITARY INFORMATION SUPPORT OPERATIONS

5-187. Commanders integrate military information support operations (MISO) into plans and orders through the organization's planning process and staff actions to increase effectiveness across the area of operations. Employment of MISO forces requires integration into the supported organization's operation plans and the synchronization of messages and actions with other information-related capabilities. (FM 3-53) (USAJFKSWCS)

No.	*Scale*	*Measure*
01	Yes/No	Commander integrated military information support into the operations process.
02	Yes/No	MISO planners maintained continuous communication with appropriate staff sections to maintain integration with the supported unit.
03	Yes/No	MISO planners added Appendix 13 (Military Information Support Operations) to Annex C (Operations) to the supported unit's operation plan or operation order.
04	Yes/No	Staff added MISO information requirements to the unit collection plan.
05	Yes/No	MISO staff planners assisted with the integration of attached MISO assets.

SECTION XV – ART 5.15: CONDUCT CIVIL AFFAIRS OPERATIONS



5-188. Civil affairs operations are those actions planned, executed, and assessed by civil affairs forces that enhance awareness of and manage the interaction with the civil component of an operational environment; identify and mitigate underlying causes of instability within civil society; or involve the application of functional specialty skills normally the responsibility of civil government. In addition, these operations require coordination with unified action partners. Unified action partners include those military forces, governmental and nongovernmental organizations, and elements of the private sector with whom Army forces plan, coordinate, synchronize, and integrate during the conduct of operations. Lastly, civil affairs operations involve application of functional specialty skills that normally are the responsibility of civil government to enhance the conduct of civil-military operations. (FM 3-57) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit conducted civil affairs (CA) operations in the area of operations (AO) to support mission accomplishment by conventional, unconventional, or both conventional and unconventional forces.
02	Yes/No	Unit established measures of effectiveness with a mechanism to monitor and assess those measures.
03	Yes/No	The supporting CA staff finalized the courses of action and briefed the supported commander and staff.
04	Yes/No	Unit developed a concept to execute CA operations through, or with, host-nation or foreign nation military and civilian organizations.
05	Yes/No	Unit ensured the CA plan and its execution addressed the management of civil information.
06	Yes/No	Unit identified centers of gravity within the operational AO.
07	Time	To refine CA program or produce Annex K (Civil Affairs Operations) to operation order after receipt of warning order.
08	Time	To establish civil-military operations center.
09	Time	To coordinate with local authorities on local populace control measures.
10	Time	To assess situation and define requirements.
11	Time	To coordinate and liaise with host-nation populations and institutions, intergovernmental organizations, nongovernmental organizations, other government agencies, and military units represented in the AO.
12	Time	To identify and integrate CA support and appropriate CA operations essential elements of information into command intelligence programs in the AO.
13	Time	To submit the CA plan to the supported element for review and approval.
14	Time	To identify cultural, ethnic, social, and religious characteristics of the local populace.
15	Time	To provide the supported element with necessary relevant cultural information to mitigate acts contrary to local culture and norms.
16	Percent	Of local population able to maintain normal day-to-day activities.
17	Percent	Of local population able to remain in their homes.
18	Percent	Of United States military supplies and resources in the AO used to conduct CA operations.
19	Number	And types of restrictions imposed on the use of cultural property.
20	Number	Of instances of supportive and hostile actions directed toward the military by the population in the AO.

ART 5.15.1 CONDUCT CIVIL INFORMATION MANAGEMENT

5-189. Civil information is information developed from data with relation to the civil areas, structures, capabilities, organizations, people, and events, within the civil component of a commander's operational environment that can be fused or processed to increase situational understanding. Civil information management is the ability to use automation devices to conduct civil reconnaissance separately from traditional military intelligence systems while maintaining the ability to geo-reference and interface pertinent civil and threat data. Soldiers use civil information management to develop civil inputs for the common operational picture of the operational area and to establish and maintain a situation map. (FM 3-57) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit ensured civil information management updates were entered to the supported commander's common operational picture.
02	Yes/No	Unit tracked civil affairs operations and civil-military operations.
03	Yes/No	Unit analyzed information received from subordinate, higher, and adjacent civil affairs elements.

No.	Scale	Measure
04	Yes/No	Unit implemented standards with existing standard operating procedures.
05	Yes/No	Unit processed critical information in support of the common operational picture.
06	Yes/No	Unit organized civil information.
07	Yes/No	Unit ensured information was accurate, relevant, timely, and complete.
08	Yes/No	Unit produced reports, overlays, matrixes, decision aids, and other decision-making tools as required by supported unit.
09	Yes/No	Unit updated the civil affairs operations running estimate.
10	Yes/No	Unit collected civil information from civil affairs operations running estimates, databases, and unit reliefs in place or transfers of authority.
11	Yes/No	Unit disseminated civil information to higher, joint, coalition, adjacent, subordinate, supported, and supporting organizations.
12	Yes/No	Unit filtered information for intelligence value and redirected it to appropriate intelligence channels.
13	Yes/No	Unit developed a schedule for answering the information requirements and for updating information in the civil affairs operations running estimate.
14	Yes/No	Unit developed releasable data and updates to intergovernmental organizations, nongovernmental organizations, and other agencies in the area of operations to create a shared situational understanding of an operational environment.
15	Yes/No	The collection of civil information did not violate United States law and applicable Department of Defense and Army regulations prohibiting the collection of intelligence on United States citizens.
16	Yes/No	Civil information allowed the unit to determine civil centers of gravity.
17	Yes/No	Unit updated civil information products.
18	Yes/No	The collected civil information supported decision making.
19	Yes/No	Unit integrated information into a force common operational picture.
20	Yes/No	Unit managed the information flow among various civil affairs elements.
21	Yes/No	Unit conducted civil reconnaissance to find, analyze, and report civil information.
22	Yes/No	Unit established a database for civil information management and maintained appropriate security classification that encouraged dissemination.
23	Yes/No	Unit established mechanisms to disseminate civil information management to indigenous populations and institutions, nongovernmental organizations, and interagencies as appropriate.
24	Time	To coordinate with the host nation for civil information.
25	Time	To develop civil information requirements.
26	Time	To perform civil reconnaissance designed to obtain civil information.
27	Percent	Of civil information—such as population centers and the location of significant arts, monuments, and archives—included in the unit's database.
28	Percent	Of supported commander's environment awareness requirements.
29	Number	Of terrorist- or threat-related activities reported by civilians before they occurred.
30	Number	Of individuals engaged in terrorist- or threat-related activities reported by civilians after they occurred.

ART 5.15.2 CONDUCT NATION ASSISTANCE

5-190. Nation assistance is civil or military assistance, other than foreign humanitarian assistance, rendered to a nation by United States forces within that nation's territory during peacetime, crises or emergencies, or war based on agreements mutually concluded between the United States and that nation. Nation assistance supports a host nation by promoting sustainable development and growth of responsive institutions. The goal is to promote long-term regional stability. Nation assistance programs include, but are not limited to, security assistance, foreign internal defense, other Title 10 United States Code (known as

USC) Department of Defense programs, and activities performed on a reimbursable basis by federal agencies or intergovernmental organizations. Commanders coordinate nation assistance with the American ambassador through the country team. (FM 3-57) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit conducted an area assessment.
02	Yes/No	Unit developed concept of operations to support the commander's intent.
03	Yes/No	Unit identified planning support requirements for tasks.
04	Yes/No	Unit identified specific tasks that supported the nation assistance mission.
05	Yes/No	Unit identified requests for information.
06	Yes/No	Unit identified mission restraints and constraints.
07	Yes/No	Unit produced Annex K (Civil Affairs Operations) to the operation plan.
08	Yes/No	Unit prioritized civil vulnerabilities and threats.
09	Yes/No	Unit established liaison with intergovernmental organizations, nongovernmental organizations, indigenous populations and institutions, and other government agencies.
10	Yes/No	Unit developed measures of effectiveness.
11	Yes/No	Unit developed measures of performance.
12	Yes/No	Unit provided support to lead agency in nation assistance.
13	Yes/No	Unit synchronized nation assistance projects with other programs, military and civilian.
14	Yes/No	Unit developed transition plan.

ART 5.15.3 SUPPORT CIVIL ADMINISTRATION

5-191. Support civil administration consists of military operations that help to stabilize or to continue operations of the governing body or civil structure of a foreign country, whether by assisting an established government or by establishing military authority over an occupied population. (FM 3-57) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit conducted an area assessment.
02	Yes/No	Unit developed concept of operations to support commander's intent.
03	Yes/No	Unit identified planning support requirements for tasks.
04	Yes/No	Unit identified specific tasks that assist support civil administration.
05	Yes/No	Unit produced civil affairs running estimate.
06	Yes/No	Unit determined courses of action that assisted support civil administration.
07	Yes/No	Unit coordinated and synchronized transition of support to civil administration operations from military to indigenous government or international community control.
08	Yes/No	Unit developed transition plan.
09	Yes/No	Unit established liaison with intergovernmental organizations, nongovernmental organizations, indigenous populations and institutions, and other government agencies.
10	Yes/No	Unit coordinated to arbitrate issues arising from the execution of support to civil administration operations and cost.
11	Yes/No	Unit developed measures of effectiveness.
12	Yes/No	Unit developed measures of performance.
13	Yes/No	Unit developed quality control assessments of support to civil administration.

ART 5.15.4 PROVIDE CIVIL AFFAIRS FUNCTIONAL SPECIALTY SUPPORT

5-192. Civil affairs units provide expertise in six functional specialty areas: rule of law, economic stability, infrastructure, governance, public health and welfare, and public education and information. (FM 3-57) (USAJFKSWCS)

No.	*Scale*	*Measure*
01	Yes/No	Unit identified the civil affairs unit functional specialists available.
02	Yes/No	Unit identified additional functional specialists and expertise.
03	Yes/No	Unit coordinated the transition for functional specialists.
04	Yes/No	Unit assisted civilian counterparts in functional areas.
05	Yes/No	Unit advised civilian counterparts in functional areas.
06	Yes/No	Unit advised supported commander in functional areas.
07	Yes/No	Unit provided the civilian-acquired education, skills, and experience applicable to areas normally found in the departments and agencies of the civilian government.
08	Yes/No	Unit developed measures of effectiveness in support of functional areas.
09	Yes/No	Unit developed measures of performance in support of functional areas.
10	Yes/No	Unit developed courses of action to improve complex civil problems encountered in functional areas.

ART 5.15.4.1 PROVIDE RULE OF LAW SUPPORT

5-193. Rule of law pertains to the fair, competent, and efficient application of and fair and effective enforcement of civil and criminal laws of a society through impartial legal institutions and competent police and corrections systems. This functional area includes judge advocates trained in international and comparative law as well as civil affairs specialists in related subjects. (FM 3-57) (USAJFKSWCS)

Note: FM 3-07 states "rule of law means that all persons, institutions, and entities, including the state itself, are accountable to laws that are publicly promulgated, equally enforced, independently adjudicated, and consistent with international human rights principles."

No.	*Scale*	*Measure*
01	Yes/No	The civilian public legal system operating in the area of operations (AO) provided for the rule of law for and justice to the civilian population.
02	Yes/No	The unit established liaison and evaluated the current judicial system of the host nation.
03	Yes/No	The supporting civil affairs staff finalized the courses of action and briefed the supported commander and staff.
04	Time	To establish liaison with local judicial officials.
05	Time	To evaluate the judicial system in the AO. This included determining effectiveness of the civilian court system, judicial reliability, quantity and quality of legal resources available to civilians. It also included identifying which areas of the judicial system require improvement; the range of criminal and civil legislation and statutes; and methods used to record, report, and publish laws, decisions, and deficiencies on government operations.
06	Time	To determine to reopen local civilian tribunals.
07	Time	To establish jails, prisons, and institutional administration review system.
08	Time	To develop an advisory program to improve the judiciary and other legal agencies.
09	Time	On average that individuals waited to settle civil and criminal charges.
10	Time	On average, that prisoners were held in local police stations before reviewed by the legal system.

No.	Scale	Measure
11	Time	To detain and send prisoners through to the judicial system for case review.
12	Time	To develop plans for providing legal support, such as establishing tribunals and other judicial and administrative agencies and determining the number, types, jurisdiction, procedures, and delegation of appointing authority of the tribunals and other judicial and administrative agencies.
13	Percent	Of available legal support in the AO devoted to supporting public legal support.
14	Percent	Of legal actions occurring in the AO conducted solely by local civilians.
15	Percent	Of Judge Advocate General Corps personnel supporting the conduct of public legal support.
16	Number	Of other Army personnel supporting the conduct of public legal support.
17	Number	Of local civilian lawyers, judges, and legal administrators credentialed to conduct public legal support.
18	Number	Of criminal and administrative legal cases in the AO.
19	Number	Of trained police officers within a given police station.
20	Number	Of United States police advisors required to train and develop an indigenous police force.
21	Number	Of advisors required to train host-nation institutional capacity for rule of law.
22	Cost	To provide public legal support in the AO.

ART 5.15.4.2 PROVIDE ECONOMIC STABILITY SUPPORT

5-194. Economic stability pertains to the efficient management (for example, production, distribution, trade, and consumption) of resources, goods, and services to ensure the viability of a society's economic system. This discipline includes civil affairs specialists in economic development, civilian supply, and food and agriculture. (FM 3-57) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	The public economic and commercial system grew to support the needs of the populace.
02	Yes/No	The unit established liaison, evaluated the current economic and commerce system, and developed plans that will improve the existing economic and commerce system of the host nation.
03	Yes/No	The supporting civil affairs staff finalized courses of action and briefed the supported commander and staff.
04	Time	To assess the operation of economic and commercial agencies in the area of operations (AO). It included developing a census of key economic and commercial industries, establishing communications links among other government agencies, university, and industry personnel. It included preparing surveys to determine means of production, distribution channels, marketing methods, locations of raw materials, assistance programs available, food and fiber production and requirements, food and agricultural processing and storage facilities, and types and volumes of commodities entering trade.
05	Time	To determine the feasibility and sustainability of establishing new industries.
06	Time	To evaluate the effectiveness of monetary and fiscal systems and policies and to make recommendations. This included reviewing revenue producing systems, budgetary systems, treasury, and central banking operations.
07	Time	To prepare and coordinate plans to assist the country's economic and commercial agencies.
08	Time	To assess the availability of civilian resources for civilian and military use.
09	Time	To review economic and commerce support plans for compliance with international laws, treaties, and agreements.
10	Time	To identify illicit activities and the volume of resources they diverted from licit economic activities.

No.	Scale	Measure
11	Percent	Of national resources diverted to illicit trade.
12	Percent	Of economy dependent on foreign investment and aid.
13	Percent	Of inflation rate in the AO.
14	Percent	Of individual civilian savings rate in the AO.
15	Percent	Of employers in the AO.
16	Percent	Of contracts with local national companies vice contracts with third-country or United States (U.S.) contract companies.
17	Percent	Of local national contracted employees (or man-year equivalents) vice third-country or U.S. contract hires.
18	Percent	Of industries owned, operated, or managed by the indigenous government.
19	Number	And types of commercial facilities restored to operating condition or improved in the AO.
20	Number	And types of new industries and services located in the AO.
21	Number	And types of critical commodities available through the civilian supply chain and markets.
22	Number	Of metric tons per day of each type of specific commodities diverted to illicit trade.
23	Number	Of individuals arrested for illicit trade activities.
24	Cost	Of direct support or subsidies to keep key industries operating.

ART 5.15.4.3 Provide Infrastructure Support

5-195. Infrastructure pertains to designing, building, and maintaining the organizations, systems, and architecture required to support transportation, water, communications, and power. This discipline includes civil affairs specialists in public transportation, public works and utilities, and public communications. (FM 3-57) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit established liaison, evaluated the current infrastructure system, and developed plans to improve the existing public communications system of the host nation per international laws, treaties, and agreements.
02	Yes/No	The development and maintenance of public infrastructure was managed through municipal, provincial, or national regulations and codes.
03	Time	To establish liaison with local infrastructure agencies.
04	Time	To identify available infrastructure resources and determine their capabilities and capacity to deliver services to the population.
05	Number	Of infrastructure resources in the area of operations.
06	Number	And types of infrastructure systems operational in the area of operations.
07	Cost	To provide infrastructure support in the area of operations.

ART 5.15.6.4 Provide Governance Support

5-196. Governance pertains to creating, resourcing, managing, and sustaining the institutions and processes through which a society is governed, is protected, and prospers. This discipline includes civil affairs specialists in public administration, environmental management, and public safety areas. (FM 3-57) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit provided technical expertise, advice, and assistance in identifying and assessing foreign nation or host-nation public administration system, agencies, services, and resources with Department of State and international organizations.
02	Yes/No	Unit determined the capabilities and effectiveness of public administration systems and how those systems impacted civil-military operations (CMO).

No.	Scale	Measure
03	Yes/No	Unit determined the capabilities and effectiveness of public safety systems and how those systems impacted the supported commander's mission.
04	Yes/No	Unit developed plans and provided support with Department of State in rehabilitating or establishing public safety systems, equipment, and facilities.
05	Yes/No	Unit advised and assisted in establishing the technical requirements for government public safety systems to support government administration.
06	Yes/No	Unit advised and assisted in rehabilitating, establishing, and maintaining government public safety systems and agencies.
07	Yes/No	Unit assisted in employing public safety resources to support government administration, CMO, and military use.
08	Yes/No	Unit developed plans and provided operational oversight and supervision in rehabilitating or establishing public administration systems, agencies, and resources.
09	Yes/No	Unit coordinated with foreign nation or host-nation government administrators and agencies in support of CMO.
10	Yes/No	Unit advised and assisted in restoring, establishing, organizing, and operating public government systems and agencies.
11	Yes/No	Unit advised and assisted in developing technical administrative requirements, policies, and procedures for providing government services to the local population.
12	Yes/No	Unit assisted in familiarizing, educating, and training United States personnel in the foreign nation or host-nation social, cultural, religious, ethnic characteristics, codes of behavior, and language.
13	Yes/No	Unit developed plans and provided operational oversight and supervision in protecting, preserving, and restoring significant cultural property and facilities.
14	Yes/No	Unit advised and assisted in establishing the technical requirements for government, community, and private systems and agencies to protect, preserve, and restore cultural property.
15	Yes/No	Unit advised and assisted in rehabilitating, establishing, operating, and maintaining cultural property systems and agencies.
16	Yes/No	Unit assisted in locating, identifying, and safeguarding cultural property and in determining ownership.

ART 5.15.4.5 Provide Health and Welfare Support

5-197. Public health and welfare pertains to the systems, institutions, programs, and practices that promote the physical, mental, and social well-being of a society. This discipline includes civil affairs specialists in public health and cultural relations. ART 5.15.4.5 determines the type and amount of welfare supplies needed for emergency relief. It helps units plan and coordinate for the use of welfare supplies from all sources. ART 5.16.4.5 advises and assists the host-nation government. It helps units establish and supervise emergency centers for distributing supplies and for housing and feeding civilians. (FM 3-57) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit provided technical expertise, advice, and assistance in identifying and assessing indigenous populations and institutions, public and private health systems, sanitation systems, agencies, services, personnel, resources, and facilities.
02	Yes/No	Unit determined the capabilities and effectiveness of health and sanitation systems and the impact of those systems on civil-military operations (CMO).
03	Yes/No	Unit developed plans and provided operational oversight and supervision in rehabilitating or establishing public health systems, agencies, equipment, and facilities.
04	Yes/No	Unit coordinated the use of indigenous populations and institutions government and private health resources for military use, for CMO, and in support of government administration.

No.	Scale	Measure
05	Yes/No	Unit advised and assisted in establishing the technical requirements for public health services and resources to support government administration (clinics, hospitals, pharmacies, food preparation and storage, ambulance transportation, skilled personnel, and education).
06	Yes/No	Unit advised and assisted in rehabilitating, establishing, delivering, and maintaining government public health systems and agencies.
07	Yes/No	Unit assisted in unified action partner assistance and resources to support local government public health systems as part of CMO.
08	Yes/No	Unit advised and assisted unified action partners in preventing, controlling, and treating diseases.
09	Yes/No	Unit provided technical expertise, advice, and assistance on foreign nation or host-nation social and cultural matters and determined how those matters impacted social and mental well-being of the society and the possible effects on CMO.
10	Yes/No	Unit provided technical expertise, advice, and assistance in identifying and assessing foreign nation environmental and pollution control systems, agencies, services, personnel, resources, and facilities.
11	Yes/No	Unit determined the capabilities and effectiveness of environmental and pollution control systems and the impact of systems on CMO.
12	Yes/No	Unit developed plans and provided operational oversight and supervision in rehabilitating or establishing environmental resource management systems, agencies, equipment, and facilities.
13	Yes/No	Unit coordinated foreign nation or host-nation government and private environmental management resources for military use, for CMO, and to support government administration to mitigate, prepare, respond to, and recover environmental activities.
14	Yes/No	Unit advised and assisted in establishing the technical requirements for environmental management services and resources to support government administration.
15	Yes/No	Unit advised and assisted in rehabilitating, establishing, delivering, and maintaining government environmental management systems and agencies.
16	Yes/No	Unit advised, assisted, and supported coordinating unified action partner assistance and resources to support local government environmental management as part of CMO.
17	Time	To establish liaison with public welfare agencies in the area of operations (AO).
18	Time	To evaluate the public welfare system. This required determining the extent of the welfare problem, number and location of civilian welfare organizations available, the resources that they had available, and their effectiveness in providing services to those who needed them.
19	Time	To plan public welfare assistance. This included reviewing existing public welfare laws and programs, determining the numbers of needy civilians to be serviced, and determining the types and availability of assistance civilians need (food and clothing). It included planning for the supervision of emergency shelters and feeding centers to include the recruitment and screening of public welfare personnel, the protection and evacuation of welfare storage and operating facilities, and the distribution of welfare supplies.
20	Time	To procure and transport public welfare supplies to storage or distribution centers.
21	Time	To conduct public welfare assistance.
22	Time	To educate civilians in the AO on public welfare support available to them.
23	Percent	Of difference between planned public welfare requirements and actual requirements in the AO.
24	Percent	Of planned public welfare support achieved in the AO.
25	Percent	Of United States forces in the AO involved in the conduct of public welfare.
26	Percent	Of public welfare support in the AO provided by civilian organizations.
27	Percent	Of civilians in the AO with access to public welfare facilities.

No.	Scale	Measure
28	Number	And types of United States forces providing public welfare support.
29	Number	Of civilian deaths due to an inability to access public welfare within a given time.
30	Number	And types of other government agencies and nongovernmental organizations that provided public welfare in the AO.
31	Number	Of civilians in the AO provided public welfare.
32	Cost	To provide health and welfare support.

ART 5.15.4.6 Provide Public Education and Information Support

5-198. Public education and information support pertains to designing, resourcing, and implementing public education and public information programs and systems through media and formal education institutions. This discipline includes civil affairs specialists in public education and civil information. (FM 3-57) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit provided technical expertise, advice, and assistance in identifying and assessing foreign nation or host-nation public, parochial, and private education systems, agencies, services, personnel, and resources.
02	Yes/No	Unit determined the capabilities and effectiveness of education systems and the impact of those systems on civil-military operations.
03	Yes/No	Unit developed plans and provide operational oversight and supervision in rehabilitating or establishing public education systems, agencies, facilities, and resources.
04	Yes/No	Unit advised and assisted in establishing the technical requirements for the public education and information systems to support government administration.
05	Yes/No	Unit advised and assisted in rehabilitating, establishing, and maintaining public education systems and agencies.
06	Yes/No	Unit advised and assisted host-nation institutions in developing and coordinating public information activities to support government administration and the single-voice message.
07	Yes/No	Unit supported public democracy and information themes and policies.

ART 5.15.5 CONDUCT CIVIL-MILITARY OPERATIONS CENTER OPERATIONS

5-199. The civil-military operations center provides a standing capability formed by all civil affairs units from the company to command levels. It serves as the primary coordination interface for the United States armed forces among indigenous populations and institutions, humanitarian organizations, intergovernmental and nongovernmental organizations, multinational military forces, and other civilian agencies of the United States Government. (ATP 3-57.70) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit synchronized civil-military operations in support of mission requirements.
02	Yes/No	Civil-military operations center personnel engaged with external agencies and supported staff to verify information exchanged.
03	Yes/No	Unit conducted liaison with indigenous populations and institutions, nongovernmental organizations, intergovernmental organizations, and other government agencies.
04	Yes/No	Unit conducted civil information management.
05	Yes/No	Unit evaluated operations based on established measures of effectiveness or measures of performance.
06	Yes/No	Unit conducted transition operations in accordance with the operation plan.

ART 5.15.6 PLAN CIVIL AFFAIRS OPERATIONS AND CIVIL-MILITARY OPERATIONS

5-200. Units support the commander's intent by planning and coordinating civil affairs operations that support goals and objectives as outlined in the supporting strategy for civil-military operations (CMO). ART 5.15.6 enables Soldiers to plan for, execute, and continually assess civil affairs operations. Units advise conventional and unconventional units in CMO, conduct civil affairs mission planning, and prepare to transition civil affairs operations. (FM 3-57) (USAJFKSWCS)

No.	*Scale*	*Measure*
01	Yes/No	Unit identified planning support requirements.
02	Yes/No	Unit developed concept of operations to support the commander's intent.
03	Yes/No	Unit identified mission constraints.
04	Yes/No	Unit identified specific and implied tasks for CMO.
05	Yes/No	Unit recommended information requirements and essential elements of friendly information to commander.
06	Yes/No	Unit identified requests for information.
07	Yes/No	Unit developed the mission for civil affairs operations and CMO.
08	Yes/No	Unit developed courses of actions.
09	Yes/No	Unit conducted a courses of actions comparison using decision matrix.
10	Yes/No	Unit determined courses of action.
11	Yes/No	Unit produced Annex K (Civil Affairs Operations) to the operation plan.
12	Yes/No	Subordinate unit staffs were able to understand the order produced by the military decisionmaking process.
13	Yes/No	Time was available for plan rehearsal and refinement.
14	Yes/No	Time management principles, such as maintaining established timelines, were used effectively.
15	Yes/No	Unit conducted transition operations.
16	Yes/No	Unit advised commander on CMO.
17	Yes/No	Unit coordinated civil affairs operations that supported CMO goals and objectives.
18	Yes/No	Unit continually assessed and provided recommendations to the commander on civil affairs operations.
19	Time	Before execution to publish and deliver plan.
20	Time	To complete troop leading procedures or the military decisionmaking process.

ART 5.15.7 CONDUCT CIVIL-MILITARY OPERATIONS

5-201. Civil-military operations (CMO) are the activities of a commander that establish, maintain, influence, or exploit relations between military forces, governmental and nongovernmental civilian organizations and authorities, and the civilian populace in a friendly, neutral, or hostile operational area to facilitate military operations while consolidating and achieving United States (U.S.) objectives. CMO may include performance by military forces of activities and functions normally the responsibility of national, regional, or local government. These activities may occur before, during, or after other military actions. They may also occur, if directed, in the absence of other military operations. CMO may be performed by designated civil affairs (CA) forces, by other military forces, or by a combination of CA and other forces. (FM 3-57) (USAJFKSWCS)

No.	*Scale*	*Measure*
01	Yes/No	The conduct of CMO in the area of operations (AO) supported mission accomplishment by conventional and unconventional forces.
02	Yes/No	Army forces facilitated and mediated negotiations among opposing ethnic, cultural, religious, and social groups in the AO.
03	Yes/No	Environmental regulations, laws, and considerations were taken into account during planning and were present in procedures being followed.
04	Yes/No	Unit conducted civil reconnaissance focusing specifically on the civil component: area, structures, capabilities, organizations, people, and events. Civil reconnaissance included adherence to the rule of law.
05	Yes/No	Unit established measures of effectiveness with a mechanism to monitor and assess those measures.
06	Yes/No	Unit developed a concept to execute CA operations that were through or with host-nation or foreign nation military and civilian organizations.
07	Yes/No	Unit ensured civil information management.
08	Yes/No	Unit advised commander on the prioritizing and monitoring expenditures of allocated Overseas Humanitarian Disaster and Civic Aid, Commander's Emergency Response Program, payroll, and other funds dedicated to CMO.
09	Yes/No	Unit coordinated and integrated area assessments and area studies into mission planning.
10	Time	To execute the CA operation plan or order.
11	Time	To refine CA program or produce Annex K (Civil Affairs Operations) to the operation order after receipt of warning order.
12	Time	To establish civil-military operations center.
13	Time	For legal review of CA plan.
14	Time	To deploy CA personnel in support of operations.
15	Time	To coordinate with local authorities on local populace control measures.
16	Time	To assess situation and define requirements.
17	Time	To coordinate and liaise with host-nation populations and institutions, intergovernmental organizations, nongovernmental organizations, other government agencies, and military units represented in the AO.
18	Time	To identify and integrate CA support and appropriate CA essential elements of information into command intelligence programs in the AO.
19	Time	To submit the CA operation plan to the supported element for review and approval.
20	Time	To identify cultural, ethnic, social, and religious characteristics of the local populace.
21	Time	To provide the supported element with necessary relevant cultural information to mitigate acts contrary to local culture and norms.
22	Percent	Of local population able to maintain normal day-to-day activities.
23	Percent	Of local population able to remain in their homes.
24	Percent	Of U.S. military supplies and resources in the AO used to support CMO.
25	Number	Of instances of supportive and hostile actions directed toward civilians in the AO.
26	Number	And types of restrictions imposed on the use of cultural property.
27	Number	Of instances of supportive and hostile actions directed toward the U.S. military by the population in the AO.
28	Number	Of incidents of civilian interference with military operations.

ART 5.15.8 PROVIDE INTERFACE OR LIAISON AMONG MILITARY AND CIVILIAN ORGANIZATIONS

5-202. Units provide interface among United States forces, indigenous population and institutions, nongovernmental organizations, intergovernmental organizations, and other government agencies. Units minimize the likelihood and effects of civil interference with military operations. Units prepare and transition liaison activities to follow military and civilian units and organizations as appropriate. (FM 3-57) (USAJFKSWCS)

No.	*Scale*	*Measure*
01	Yes/No	Liaison performed in the area of operations (AO) contributed to accomplishment of the mission.
02	Yes/No	Unit engaged host-nation forces capable of promoting stability.
03	Yes/No	Unit had and followed planning and procedures for environmental considerations.
04	Time	To identify key civilian agencies and officials in the AO.
05	Time	To establish liaison with military and civilian organizations.
06	Time	To establish information system interconnectivity among organizations in the AO.
07	Number	Of persons aided by requests for assistance met in the AO.
08	Number	Of United States units in the AO assigned with host-nation liaison officers.
09	Number	Of different organizations collaborating on projects in the AO.
10	Number	Of instances of insufficient support provided to and from other nations, groups, and agencies.
11	Number	Of instances of liaison activities with military and civilian organizations initiated by the supported element.
12	Number	Of instances of liaison activities with the supported element initiated by military and civilian units and organizations.
13	Number	And types of information systems used to maintain information flow among liaison teams and supported or supporting organizations.
14	Cost	Of establishing and maintaining effective liaison activities in the AO.

ART 5.15.9 LOCATE AND IDENTIFY POPULATION CENTERS

5-203. Units locate and identify population centers in the area of operations that may affect military operations or locations of military operations may significantly impact the civilian population. Units anticipate civilian reaction to military operations in or near population centers. (FM 3-57) (USAJFKSWCS)

No.	*Scale*	*Measure*
01	Yes/No	The location and identification of population centers in the area of operations (AO) supported mission accomplishment by United States forces.
02	Yes/No	Civil affairs unit conducted area assessment in accordance with command guidance and mission requirements.
03	Yes/No	Unit advised the commander regarding the impact of operations on the civilian population.
04	Yes/No	Unit identified local areas likely to require protection from military activities.
05	Time	To identify the impact of military operations on the civilian population.
06	Time	To identify population centers that might interfere with combat operations in the AO.
07	Time	To plan with military police and local authorities for the orderly movement of local dislocated civilians during the conduct of combat operations in the AO.
08	Percent	Of operations anticipated to be degraded, delayed, or modified due to dislocated civilians in the AO.
09	Percent	Of resources in the AO required to control the movement of dislocated civilians.
10	Percent	Of dislocated civilian control provided by the host nation.

No.	Scale	Measure
11	Number	Of civilian casualties sustained during the conduct of military operations in the AO.
12	Number	Of dislocated civilian centers established in the AO.

ART 5.15.10 IDENTIFY LOCAL RESOURCES, FACILITIES, AND SUPPORT

5-204. Units identify, locate, and help acquire local resources, civilian labor, facilities, and other support that tactical organizations require to accomplish their missions. Units assist in the coordination and administration of host-nation support agreements and other forms of support. (FM 3-57) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	The identification of local resources, facilities, and other support assisted in accomplishing the mission of Army forces in the area of operations (AO).
02	Yes/No	Civil affairs unit completed area assessment per command guidance and mission requirements.
03	Yes/No	The diversion of local resources, facilities, and other support from civil to military units did not adversely affect the local economy and civilian community.
04	Time	To coordinate host-nation support agreements before or after unit arrived in an AO.
05	Time	To identify sources of dietary items necessary to support the host-nation population and other personnel who operated in the AO.
06	Time	To identify sources of nondietary items necessary to support host-nation and United States (U.S.) personnel who operated in the AO.
07	Time	To identify sources of transportation assets that can be used to support the mission.
08	Time	To identify housing facilities that can be used to support the mission of Army forces.
09	Time	To identify local people—interpreters, skilled craftsmen, professionals, and laborers—whom units hired to support the mission.
10	Percent	Of supplies and services used by U.S. units procured from host-nation sources.
11	Percent	Of sustainment and logistic efforts in the AO provided by the host-nation.
12	Percent	Of local economy affected by the acquisition of local resources, facilities, and other support.
13	Number	And types of facilities used by U.S. units provided by the host-nation.
14	Number	And types of host-nation support agreements in effect in the AO.
15	Cost	Of identifying local resources, facilities, and support in the AO.

ART 5.15.11 ADVISE COMMANDERS OF OBLIGATIONS TO CIVILIAN POPULATION

5-205. Units develop, with the staff judge advocate, requirements and guidance for military forces concerning the treatment of civilians. Units provide authoritative guidance to military forces on the applicable customary and international law applicable to the conduct of land warfare as it applies to civilians. (FM 1-04) (TJAGLCS)

No.	Scale	Measure
01	Yes/No	Commander was advised on civil laws, common practices, and local customs that potentially conflict with United States (U.S.) law, international agreements, or internationally recognized individual human rights.
02	Yes/No	Before mission start, the supporting G-9 (S-9) analyzed, formulated, and presented information about the civil aspects of the area of operations (AO). The format for this briefing package followed the supported command's standard operating procedures and was modified throughout the conduct of operations as conditions changed.

No.	Scale	Measure
03	Yes/No	Unit G-9 (S-9) advised the commander on essential goods and services—water, food, shelter, health support—necessary to sustain life for civilians.
04	Yes/No	Commander was advised on any responsibility to protect local civilians based upon an operational environment and rules regarding such requirements.
05	Time	For the unit G-9 (S-9) to coordinate with appropriate agencies in the AO, such as the staff judge advocate, the U.S. country team, and host-nation government officials.
06	Time	For the unit G-9 (S-9) to analyze mission impacts on civilians and to predict civilian casualties, property destruction, and infrastructure protection.
07	Time	For the unit G-9 (S-9) to consider religious aspects, customs, and cultures in the AO and their effects on operations.
08	Percent	Of difference between planned and actual requirements to support operations in the AO.
09	Cost	Of meeting the commander's obligations for the local populace.

ART 5.15.12 CONDUCT NEGOTIATIONS WITH AND BETWEEN OTHER GOVERNMENT AGENCIES AND NONGOVERNMENTAL ORGANIZATIONS

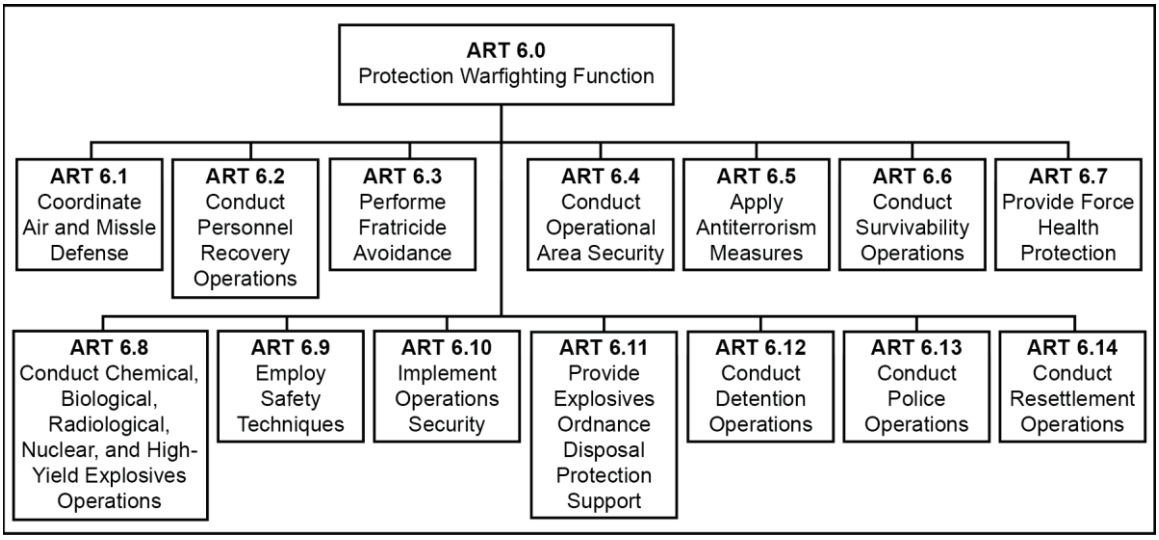
5-206. Units conduct negotiations between the United States (U.S.) and local, military, and civilian organizations. These negotiations can range widely in size and scope. (ADRP 3-07) (USAPKSOI)

No.	Scale	Measure
01	Yes/No	The outcome of negotiations supported accomplishing the mission of U.S. forces in the area of operations (AO).
02	Yes/No	Unit completed a legal review of restraints and constraints prior to negotiations.
03	Yes/No	U.S. forces facilitated and mediated negotiations between opposing ethnic, cultural, environmental, commercial, religious, and social groups in the AO.
04	Yes/No	Negotiating team conditionally agreed on outcome of the negotiations before the start of negotiations.
05	Yes/No	Negotiating team avoided making the initial offer in the negotiations until it had explained the loss of potential benefits to not agreeing with the team's objectives, illustrated the incentives for agreeing with team's objectives, and demonstrated the costs of both disagreeing and agreeing with team's objectives.
06	Yes/No	Negotiating team kept the objective of the negotiations in mind and focused on the big picture in lieu of single issues.
07	Yes/No	Negotiating team discovered additional variables, concessions, or bargaining chips during negotiations.
08	Yes/No	Negotiating team thoroughly understood U.S. interests and goals for negotiations.
09	Yes/No	Negotiating team kept accurate notes on progress of negotiations for reference if the other party forgot, misunderstood, or attempted to distort interpretations of what was discussed and agreed.
10	Yes/No	Negotiating team summarized and confirmed the understandings of all parties continually.
11	Yes/No	Negotiating team's higher headquarters approved the negotiating team's concessions and positions.
12	Yes/No	Negotiation team negotiated terms for exchange of prisoners of war.
13	Yes/No	Negotiation team negotiated arrangements with indigenous populations and institutions.
14	Yes/No	Negotiation team negotiated or modified regional security arrangements with all interested parties.

No.	*Scale*	*Measure*
15	Yes/No	Negotiating team had the skills to conduct negotiations. This included good communications skills; ability to use the dynamics of conflict; and knowledge of the area, culture, economies, political philosophy, language, customs, history, wants, needs, goals, probable assumptions, and communications or negotiation styles of the other parties to the negotiations.
16	Yes/No	Negotiation team negotiated the enhancement of border crossing controls and security.
17	Yes/No	Negotiation team briefed the supported element on issues in negotiation.
18	Yes/No	Negotiating team gained preauthorization for expected negotiations outcome and concessions.
19	Yes/No	Negotiating team did not obligate the supported element on terms not previously approved.
20	Yes/No	Environmental regulations, laws, and considerations were taken into account during planning and were present in procedures being followed.
21	Time	To complete background information on the parties involved in the negotiations to identify needs and interests to include personal and emotional aspects.
22	Time	To establish conditions necessary for the conduct of successful negotiations. This included building trust, rapport, and empathy with other individuals involved in negotiations.
23	Time	To determine negotiating concessions and bargaining chips to exploit during the conduct of negotiations.
24	Time	To complete a legal review of restraints and constraints of agreements reached during negotiations.
25	Percent	Of desired objectives obtained during negotiations.
26	Percent	Of time U.S. force got something in exchange for some type of concession in its negotiating position.
27	Number	And types of negotiations currently ongoing in the AO.
28	Cost	Of conducting negotiations with and between other government agencies and nongovernmental organizations.

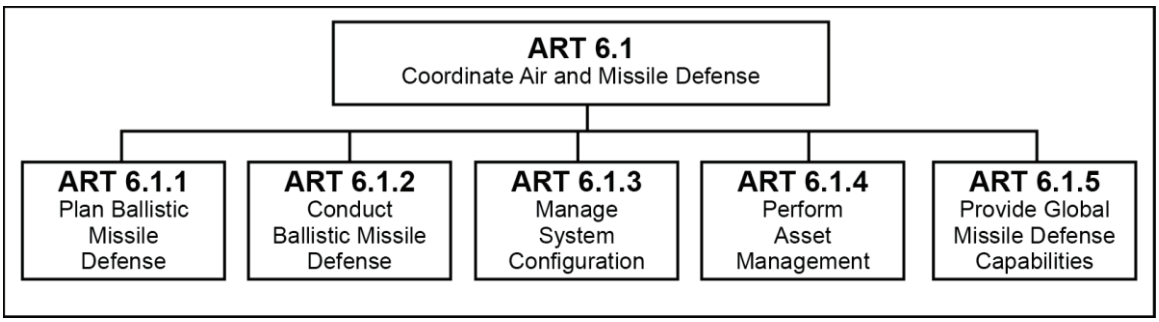
Chapter 6

ART 6.0: The Protection Warfighting Function



The *protection warfighting function* is the related tasks and systems that preserve the force so the commander can apply maximum combat power to accomplish the mission. Preserving the force includes protecting personnel (combatants and noncombatants), physical assets, and information of the United States and multinational military and civilian partners. The protection warfighting function facilitates the commander's ability to maintain the force's integrity and combat power. Protection determines the degree to which potential threats can disrupt operations and counters or mitigates those threats. Emphasis on protection increases during preparation and continues throughout execution. Protection is a continuing activity; it integrates all protection capabilities to safeguard bases, secure routes, and protect forces. (ADRP 3-0) (USACAC)

SECTION I – ART 6.1: COORDINATE AIR AND MISSILE DEFENSE



6-1. The air defense system protects the force from missile attack, air attack, and aerial surveillance by any of the following: interceptor missiles, ballistic missiles, cruise missiles, conventional fixed- and

rotary-wing aircraft, and unmanned aircraft systems. It prevents enemies from interdicting friendly forces, while freeing commanders to synchronize movement and firepower. All members of the combined arms team perform air defense tasks; however, ground-based air defense artillery units execute most Army air defense operations. ART 6.1 includes fires at aerial platforms by both dedicated air defense systems and nondedicated weapon systems. (FM 3-27) (USASMDC)

Note: The air and missile defense tasks located in the fires warfighting function contribute to the protection warfighting function by defeating aerial attack, missile attack, and surveillance and by detecting and destroying incoming enemy rockets, cruise missiles, and artillery and mortar projectiles while in flight.

ART 6.1.1 PLAN BALLISTIC MISSILE DEFENSE

6-2. Units plan and coordinate protection of the homeland and operational forces from ballistic missile attack by direct defense and by destroying the enemy's missile capacity. They determine essential requirements to accomplish the mission using ballistic missile defense weapons defensively to defend, detect, defeat, deter, and protect. Centralized planning for missile defense includes the protection of operational forces in the combatant commander's area of responsibility and destroying ballistic missile platforms in flight. Missile defense operations include all forces and activities that support active defense, passive defense, and attack operations. (FM 3-27) (USASMDC)

No.	*Scale*	*Measure*
01	Yes/No	Unit planned ballistic missile defense.
02	Yes/No	Unit determined command of and control for ground-based missile defense.
03	Yes/No	Unit acted in acordance with defined rules of engagement according to threat capability parameters and national security objectives.
04	Yes/No	Missile defense support was available to assist the staff elements.
05	Yes/No	Unit conducted detailed planning that maximized Service capabilities.
06	Yes/No	Unit linked with the planning of other air and missile defense capabilities.
07	Yes/No	Defended assets list affected configuration of the ground missile defense system and its defensive task plans.
08	Time	To develop and coordinate combatant command's defended assets list.
09	Time	To allocate interceptors in a timely manner to defend the homeland and operational forces.
10	Time	To respond to reports of outages and degradation.
11	Percent	In degrees in which ongoing or planned operations were adversely affected by threat defenses.
12	Number	Of available systems directed against declared threatening missile platforms.

ART 6.1.2 CONDUCT BALLISTIC MISSILE DEFENSE

6-3. Units defend an assigned area of interest, friendly forces, and infrastructure from ballistic missile attack. They conduct active ballistic missile defense operations to negate significant enemy missile attack. Missile defense activities are designed to destroy enemy exo- or endo-atmospheric missiles, or to nullify or reduce the effectiveness of such attack. Units destroy hostile missiles per rules of engagement. They provide ballistic missile warning support to the Soldier using contributing sensors. (FM 3-27) (USASMDC)

No.	*Scale*	*Measure*
01	Yes/No	Unit employed combined arms for ballistic missile defense.
02	Yes/No	Unit conducted ballistic missile warning.
03	Yes/No	Unit utilized space based sensor data to maintain constant surveillance of potential adversary launch activities.

No.	Scale	Measure
04	Yes/No	Unit used space based sensors to continue tracking missile until booster burnout.
05	Yes/No	Unit evaluated a threat launch of a ballistic missile capable of striking the defense assets.
06	Yes/No	Unit selected battle plan to match the decisions for missile's trajectory.
07	Yes/No	Unit determined the state vectors, predicted an impact point, assessed whether the defended area was threatened, and alerted missile defense systems.
08	Yes/No	Unit verified rules of engagement were met.
09	Yes/No	Unit processed ballistic missile missions to affect targets.
10	Yes/No	Unit conducted effective decentralized engagements.
11	Yes/No	Unit launched interceptors singly or in multiples (ripple fire) according to established firing doctrine.
12	Yes/No	Unit intercepted, engaged, and neutralized threat missiles.
13	Yes/No	Unit conducted kill assessment for engagements and made recommendations for additional firings.
14	Time	To assign a specific system to a specific target.
15	Percent	Of threat warning estimates concerning attack timing and numbers considered accurate.
16	Percent	Of hostile missiles engaged and destroyed.
17	Percent	Of errors in performance of surveillance, identification, and track monitoring procedures.

ART 6.1.3 MANAGE SYSTEM CONFIGURATION

6-4. Units maintain optimal system configuration to support ballistic missile defense operations necessary to respond operationally and tactically. They identify and minimize degrading effects on readiness and maintain directed readiness condition. Effective units are familiar with a system element's (to include supporting sensors) capabilities and limitations, so units can adjust the system configuration to ensure the optimal defense. Units assess preplanned maintenance, test, and exercise requests to modify system configuration. Units determine the impact on the ballistic missile defense mission. Units approve or disapprove requested modification. They ensure approved preplanned configuration changes are executed on time. Units assess real-time (unplanned) system element outage impact on the ballistic missile defense mission. They decide or direct relevant information to the right person, at the right time, in a usable format, to facilitate situational understanding and decision making. (FM 3-27) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit maintained optimal system configuration necessary to respond operationally and tactically without negative effects on the defense.
02	Yes/No	Unit maintained optimal system configuration necessary to maintain readiness and readiness condition.
03	Yes/No	Unit was familiar with system element's capabilities and limitations.
04	Yes/No	Unit assessed preplanned maintenance, test, and exercise requests to modify system configuration, determined impact on the mission, and made decision.
05	Yes/No	Unit ensured approved preplanned configuration changes were executed on time.
06	Yes/No	Unit assessed real-time (unplanned) system element outages impact on the mission, determined impact on the mission, and made or recommended decision.
07	Yes/No	For recommendations, unit disseminated relevant readiness information to the right person at the right time in a usable format to facilitate situational understanding and decision making.
08	Time	Of lag between approved real-time system reconfiguration and commencement of system reconfiguration.

No.	Scale	Measure
09	Number	Of maintenance, test, and exercise operations adversely affected by disapprovals.
10	Number	Of incidents of critical information not reaching person responsible for decision in a timely manner.

ART 6.1.4 PERFORM ASSET MANAGEMENT

6-5. Units manage assets that support the ballistic missile defense system. Soldiers monitor and manage changes to assets to support ballistic missile defense operations necessary to respond operationally and tactically. Soldiers identify to the commander and minimize any degrading effects of changes on readiness and maintain directed readiness condition. Soldiers are familiar with the system element's (to include supporting sensors) capabilities and limitations so they can adjust the system configuration to ensure the optimal defense. They assess preplanned maintenance, test, and exercise requests to modify the system configuration. Unit commanders recommend approval or disapproval of requested modification through proper channels for combatant commander. Soldiers assess real-time (unplanned) system element outage impact on the ballistic missile defense mission. Units make appropriate changes to the ballistic missile defense system health and status or operational capability as required. They advise the combatant commander in determining the ballistic missile defense system capability. Units decide or direct relevant information to the right person, at the right time, and in a usable format to facilitate situational understanding and making decisions. (FM 3-27) (USASMDC)

No.	Scale	Measure
01	Yes/No	Unit assessed preplanned maintenance, test, and exercise requests to modify system configuration (assets), determined impact on the mission, and made decision.
02	Yes/No	Unit assessed real-time (unplanned) system asset outages impact on the mission, determined impact on the mission, and made or recommended decision.
03	Yes/No	Unit was familiar with system asset capabilities and limitations.
04	Yes/No	For recommendations, relevant readiness information was disseminated to the right person, at the right time, and in a usable format to facilitate situational understanding and decision making.
05	Time	To respond to reports of outages and degradation.
06	Time	To identify asset status changes and take appropriate action to minimize degrading effects or maximize enhancement of that change on the overall system capabilities.
07	Time	Of change in asset status for which it was not accounted.
08	Number	Of maintenance, test, and exercise operations adversely affected by disapprovals.
09	Number	Of incidents when critical asset information did not reach the person responsible for a decision in a timely manner.

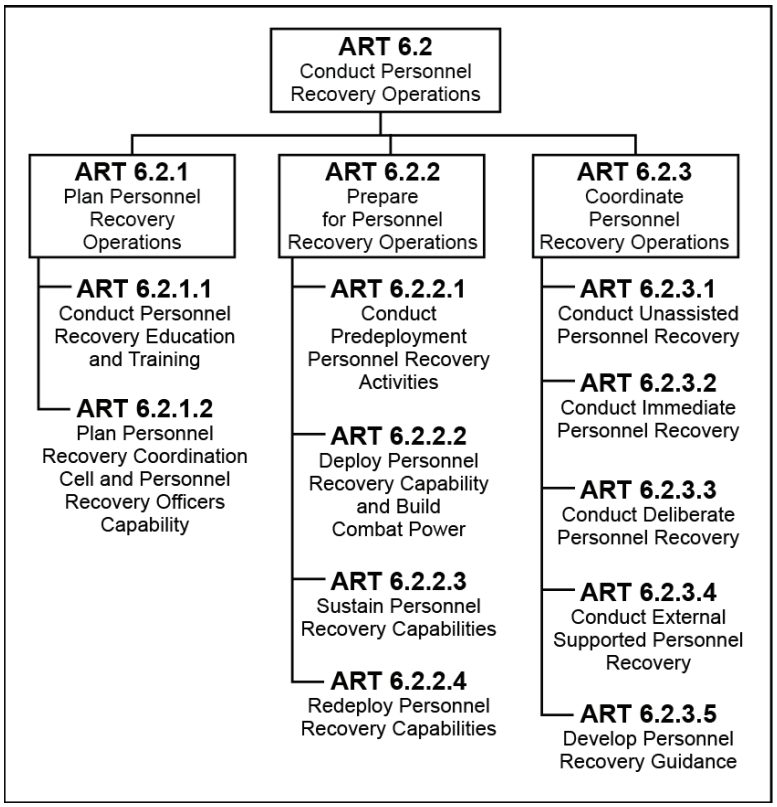
ART 6.1.5 PROVIDE GLOBAL MISSILE DEFENSE CAPABILITIES

6-6. Units prepare global force management procedures, provide global missile defense (GMD) forces, support force protection and its capabilities, and develop missile defense crisis action planning courses of action. GMD plans and operations include active and passive ballistic missile defense operations and attack operations to defeat ballistic missile attacks in all phases of flight. GMD capabilities are designed to neutralize, destroy, or reduce the effectiveness of enemy ballistic missile attacks, whether within or across any geographical combatant commander's boundaries. (FM 3-27) (USASMDC)

No.	Scale	Measure
01	Yes/ No	Unit assessed crisis conditions and developed crisis action planning courses of action for joint planning phases 1, 2, and 3 for supported joint force commanders (JFCs) and joint force land component commanders (JFLCCs).
02	Yes/ No	Unit developed the military decisionmaking process for contingency plans and supported deployment of Army forces and capabilities for joint planning phases 0 and 1 operations of supported JFCs and JFLCCs.

No.	Scale	Measure
03	Yes/ No	Unit supported developing missile defense-specific global force management procedures to comply with requirements for rotational and emerging Army missile defense forces and capabilities in accordance with the Secretary of Defense "Guidance for Employment of the Force" policy.
04	Yes/ No	Unit supported the conduct of GMD, including active and passive defense of Army missile defense forces and capabilities to provide force protection to designated defended areas.
05	Yes/ No	Unit provided manned, trained, and equipped Army missile defense forces and capabilities in support of validated requirements.
06	Yes/ No	Unit supported the development of Army missile defense forces and capabilities and the implementation of Title 10 responsibilities to set the conditions for success of supported JFCs, their Army Service components, and joint force land component commands.
07	Yes/ No	Unit supported the sustainment and availability of Army missile defense forces and capabilities to ensure their operational readiness in accordance with the GMD readiness conditions and postures of supported JFCs and JFLCCs.
08	Yes/No	Unit set the conditions for success of future Army missile defense forces and capabilities by supporting experimentation, research, testing, evaluation, materiel development, combat development, acceptance, and life cycle management of Army missile defense forces and capabilities.

SECTION II – ART 6.2: CONDUCT PERSONNEL RECOVERY OPERATIONS



6-7. Personnel recovery (PR) operations are conducted to recover and return personnel—whether military or Army civilian—or selected Department of Defense contractors who are isolated in an operational environment. Isolated personnel are beyond the positive or procedural control of their unit, in an operational environment requiring them to survive, evade, resist, or escape. It is every unit's task to have procedures in

place to be ready to recover personnel, contractor, or others as designated by the President or Secretary of Defense. (FM 3-50) (USACAC)

No.	Scale	Measure
01	Yes/No	The commander, staff, units, and individuals reviewed and developed PR guidance.
02	Yes/No	The commander, staff, and units acquired PR equipment.
03	Yes/No	The commander, staff, units, and individuals conducted PR-focused education and training.
04	Yes/No	Subordinate commands and units integrated PR into internal standard operating procedures consistent with guidance from higher headquarters.

ART 6.2.1 PLAN PERSONNEL RECOVERY OPERATIONS

6-8. Units develop personnel recovery (PR) readiness plans during the operational planning phase. This ART includes integrating PR into all efforts during peacetime to organize, train, and equip to accomplish missions. Led by the PR section, PR planning actions include participation of commanders and their staffs, units, and individuals. PR planning consists of reviewing and developing PR guidance, acquiring PR equipment, ensuring PR administrative requirements are met, and conducting PR-focused education and training. Vertical and horizontal coordination of the PR plan is the primary responsibility of the PR section. (FM 3-50) (USACAC)

No.	Scale	Measure
01	Yes/No	The commander, staff, units, and individuals reviewed and developed PR guidance.
02	Yes/No	The commander, staff, and units acquired PR equipment.
03	Yes/No	The commander, staff, units, and individuals conducted PR-focused education and training, incorporating PR tasks.
04	Yes/No	Subordinate commands and units integrated PR into internal standard operating procedures consistent with guidance from higher headquarters.
05	Yes/No	Units identified procedures for support products including evasion charts, isolated planning guidance, and blood chits.
06	Yes/No	The staff, led by the PR section, continually assessed planning.

ART 6.2.1.1 CONDUCT PERSONNEL RECOVERY EDUCATION AND TRAINING

6-9. Units ensure all required personnel recovery (PR) individual education and training requirements are conducted per established policies and directives. Units coordinate code of conduct; survival, evasion, resistance, and escape; and PR education and training related to the country (theater), Department of Defense, and Headquarters, Department of the Army. Combatant commanders establish education and training requirements. (FM 3-50) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit reviewed policy, doctrine, regulations, and operation plans to develop guidance and intent for training.
02	Yes/No	Individual PR education and training requirements were included in individual training plans.
03	Yes/No	Units established training management systems to ensure all required training was accomplished.
04	Yes/No	Unit developed processes and procedures to ensure all incoming Soldiers, civilians, and contractors received required PR training.
05	Yes/No	The staff confirmed PR education and training requirements were met during preparation activities during each phase of PR operations.
06	Yes/No	The staff integrated PR events into all individual and collective training during pre-mobilization to refine staff operations and identify gaps and shortfalls in the units PR capabilities.

ART 6.2.1.2 PLAN PERSONNEL RECOVERY COORDINATION CELL AND PERSONNEL RECOVERY OFFICERS CAPABILITY

6-10. While the staff members collect personnel recovery (PR)-related information in their functional areas, a central point for gathering the information from all the staff members is required to establish a usable common operational picture. The personnel recovery coordination cells (PRCCs) at the division level and PR officers at brigade and below are the fusion points for the staffs' collaborative efforts to gather PR-related information for their respective units. PRCCs and officers coordinate with the individual staff members to collect, process, store, display, and disseminate this information. PRCCs and officers are collectively referred to as PR sections. (FM 3-50) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	PR section established reliable communications with subordinate unit PR officers, other PR coordination sections, and the joint personnel recovery center.
02	Yes/No	PR section coordinated deliberate recoveries for the component.
03	Yes/No	PR section reviewed accountability and movement reporting procedures of subordinate units.
04	Yes/No	PR section assisted in immediate recoveries when requested by subordinate units.
05	Yes/No	PR section coordinated for component fire support to the PR operation.
06	Yes/No	PR section ensured subordinate units had access to standard operating procedures developed by the joint personnel recovery center.
07	Yes/No	PR section ensured subordinate units had sufficient evasion aids.
08	Yes/No	PR section coordinated for air and ground transportation and medical support to support ongoing PR operations.
09	Yes/No	PR section gathered PR-specific information developed by joint personnel recovery center and PRCCs and disseminated that information to subordinate units.
10	Yes/No	PR section identified subordinate unit PR equipment shortfalls to the PRCC.
11	Yes/No	PR section incorporated appropriate PR guidance into all aspects of planning and preparation.
12	Yes/No	PR section coordinated appropriate reconnaissance and surveillance support to the PR operations.

ART 6.2.2 PREPARE FOR PERSONNEL RECOVERY OPERATIONS

6-11. Units perform personnel recovery (PR)-related tasks in planning and preparing for deployment. Unit PR personnel update and obtain equipment and materials necessary to accomplish assigned mission. Commanders and staffs ensure adequate PR capability is programmed into personnel and equipment flow to ensure ability to support the force. PR personnel must be included in the preparation for the six phases of deployment: pre-mobilization, mobilization, deployment, employment, sustainment, and redeployment preparation. These activities include, but are not limited to, a force deployment list and equipment included in the updated deployment equipment list. PR organizations ensure that all unit personnel complete all necessary PR deployment requirements. (FM 3-50) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	The PR section developed guidance that supported PR preparation requirements for all phases of an operation.
02	Yes/No	The PR section coordinated for appropriate PR equipment as specified by the combatant command that supports preparation requirements during the six phases of PR operations.
03	Yes/No	The PR section confirmed conduct of PR education and training tasks during preparation activities.
04	Yes/No	PR section updated and integrated commander's intent and guidance with theater PR regulations, directives, or instructions (developed by the combatant command staff) that prescribed PR guidance.

No.	Scale	Measure
05	Yes/No	PR section obtained specific PR guidance from the supported combatant command to tailor existing guidance by integrating specific theater requirements that pertained to processes, plans, and procedures into unit's PR plan.
06	Yes/No	PR section ensured operational map data and graphic aides were updated and reports and graphics were standardized.
07	Yes/No	PR section ensured individual navigation equipment—to include Global Positioning System and compasses—were on hand.
08	Yes/No	Unit's personal and special staff, to include command liaison teams, interfaced with other staff sections and subordinate units during PR operations.
09	Yes/No	Unit's personal and special staff, in coordination with PR section, ensured family support plans and activities were finalized during pre-mobilization establishing procedures for supporting family members of isolated personnel.
10	Yes/No	PR section ensured interoperability of location methods used and that such methods provided timely, accurate reporting and location determination.
11	Yes/No	PR section ensured unit personnel and equipment were programmed and integrated into deployment plans per commander's intent.
12	Yes/No	All unit personnel completed PR-related training prior to deployment.
13	Yes/No	PR section obtained specific PR guidance during mobilization from the supported combatant command to tailor existing guidance to the specific mission requirements.
14	Yes/No	The PR section obtained appropriate PR equipment as specified by the combatant command that supported operational requirements.

ART 6.2.2.1 Conduct Predeployment Personnel Recovery Activities

6-12. Units conduct personnel recovery (PR)-related mobilization activities by obtaining specific PR guidance from the supported combatant commander. Units focus previous training and tailor existing guidance to the specific requirements of the supported combatant command. Examples of combatant command guidance include theater PR regulations, appendix 5 to annex C of joint operation plans and orders, theater PR standard operating procedures, PR special instructions, and isolated Soldier guidance. (FM 3-50) (USACAC)

No.	Scale	Measure
01	Yes/No	PR coordination cells and PR officers reviewed operation-specific procedures provided by theater-specific guidance.
02	Yes/No	Training and rehearsals were scheduled against identified shortfalls in organization, equipment, and procedures.
03	Yes/No	Unit conducted integrated rehearsals for PR operations such as joint, combined arms, and warfighting functions.
04	Yes/No	Unit operation plans and orders included PR guidance as PR appendix to annex C of joint operation plans and orders as required.
05	Yes/No	Unit updated all PR standard operating procedures and other guidance to synchronize with theater PR guidance as necessary.

ART 6.2.2.2 Deploy Personnel Recovery Capability and Build Combat Power

6-13. During deployment, commanders determine who will provide personnel recovery (PR) coverage for their arriving forces. Until commanders can build sufficient combat power to provide PR for their forces, other forces in theater must provide PR support. Units build combat power through reception, staging, onward movement, and integration (RSOI). Early and continuous connectivity with the theater PR architecture enables commanders to report isolated personnel incidents during deployment. This also allows commanders to report unit status when ready to assume responsibility for assigned PR missions. (FM 3-50) (USACAC)

No.	Scale	Measure
01	Yes/No	PR capability transitioned through the RSOI process.
02	Yes/No	Early deployment of PR capability was planned for in the time-phased force and deployment data.
03	Yes/No	Procedures for relief in place of the PR capability were developed.
04	Yes/No	PR capabilities were available until all forces, including contractors deploying with the force and Department of the Army Civilians, redeployed.
05	Yes/No	Unit planned and conducted integrated rehearsals.
06	Yes/No	Unit established and maintained PR cells capabilities to monitor PR asset status.
07	Yes/No	Unit implemented accountability procedures to identify actual isolated personnel events and preclude false reports.
08	Yes/No	Unit developed plans to identify personnel and equipment to maintain accountability and communications with movement serials.
09	Yes/No	Unit implemented Requirements to support command as required.
10	Yes/No	Unit built combat power and PR capability as planned.
11	Yes/No	Unit established training and rehearsal areas and ranges as planned.
12	Yes/No	Unit identified capabilities and shortfalls to provide recovery en route and during RSOI to supported command.

ART 6.2.2.3 Sustain Personnel Recovery Capabilities

6-14. Units sustain personnel recovery (PR) capabilities during the conduct of operations by having commander, staffs, units, and individuals refine their skills. Units conduct rehearsals to exercise battle drills to ensure proficiency. New and replacement personnel will require training and equipment. PR coordinating messages are prepared and disseminated per unit standard operating procedures. Commanders establish and maintain personnel accountability procedures. Communications architectures are established and maintained to ensure operational capabilities. (FM 3-50) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit conducted rehearsals to exercise battle drills.
02	Yes/No	Battle drills were refined as battlefield conditions changed.
03	Yes/No	Unit established and maintained PR cell capability to monitor PR asset status.
04	Yes/No	Unit enforced accountability procedures.
05	Yes/No	Unit exercised reporting procedures within theater communications architecture.
06	Yes/No	New personnel were trained in the PR procedures and provided equipment as necessary.

ART 6.2.2.4 Redeploy Personnel Recovery Capabilities

6-15. As units redeploy, either back to continental United States (CONUS) or to another area of operations (AO), actions accomplished for personnel recovery (PR) are similar to those undertaken during deployment. An important task is the transfer of PR responsibility, including the key task of transferring lessons learned gathered during after action reviews. When units redeploy to CONUS, PR responsibility for the AO transfers to incoming forces. If redeploying to another AO, units integrate into that AO's established PR architecture or build one if it does not exist. (FM 3-50) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit ensured PR capabilities were available until all forces, including contractors and Department of the Army Civilians, had redeployed.
02	Yes/No	Unit ensured counterintelligence debriefing of recovered personnel.

ART 6.2.3 COORDINATE PERSONNEL RECOVERY OPERATIONS

6-16. Personnel recovery (PR) coordination is a continuous process during all phases of PR operations. The staff assists the commander in coordinating recovery operations through the combination of positive and procedural control. The PR section continuously assists the commander in coordinating recovery operations by recommending required assets to support the recovery operation. The PR section also coordinates, directs, and makes requests to higher and adjacent headquarters as necessary to synchronize the recovery effort by providing execution information required to facilitate situational understanding to make timely decisions regarding the reporting, locating, supporting, recovering, and re-integrating isolated persons as appropriate. (FM 3-50) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	PR section continuously assisted the commander in coordinating recovery operations by focusing required assets on the recovery operation.
02	Yes/No	PR section confirmed tasked units were in the best position to support the recovery operation or were moving to a location from where they best supported the recovery operation.
03	Yes/No	PR section ensured that the primary mission continued parallel to the recovery effort.
04	Yes/No	The goal was recovery of the isolated, missing, detained, or captured person.
05	Yes/No	PR section coordinated with unit staff for planned counterintelligence support to identify intelligence and security threats to PR in the area of operations.
06	Yes/No	PR section assisted the commander in coordinating recovery operations through direct actions in accordance with operation plan, operation order, and fragmentary order.
07	Yes/No	PR section assisted the commander in coordinating recovery operations through the combination of positive and procedural control.
08	Yes/No	Unit PR cells prepared and disseminated PR coordinating messages as required.
09	Yes/No	PR section coordinated deployment of reconnaissance and surveillance assets in support of PR operations.

ART 6.2.3.1 CONDUCT UNASSISTED PERSONNEL RECOVERY

6-17. Units conduct unassisted personnel recovery (PR) to achieve their own recovery without outside assistance. An unassisted recovery typically involves an evasion effort by isolated personnel to get back to friendly forces or to a point where they can be recovered via another method. While the code of conduct requires isolated personnel to make every effort to evade or escape, commanders strive to recover these personnel via one or a combination of the other methods. (FM 3-50) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Unit enforced planning system to provide timely reporting, accurately reported validation and determined location, and rapidly disseminated the information to the entire PR architecture for coordinated response.
02	Yes/No	The system provided for accurate record keeping without degrading the PR effort.
03	Yes/No	The primary mission continued parallel to the recovery effort.

ART 6.2.3.2 CONDUCT IMMEDIATE PERSONNEL RECOVERY

6-18. Units conduct immediate personnel recovery (PR) operations to locate and recover isolated personnel by forces directly observing the isolating event or through the reporting process once it is determined that isolated personnel are close enough for forces to conduct a rapid recovery. Immediate recovery assumes that the tactical situation permits a recovery with the forces at hand without detailed planning or coordination. (FM 3-50) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit enforced planning system to provide timely reporting, accurately reported validation and determined location, and rapidly disseminated the information to the entire PR architecture for coordinated response.
02	Yes/No	The system provided for accurate record keeping without degrading the PR effort.
03	Yes/No	The primary mission continued parallel to the recovery effort.

ART 6.2.3.3 Conduct Deliberate Personnel Recovery

6-19. Units conduct deliberate personnel recovery (PR) when an incident is reported and when an immediate recovery is not feasible or was not successful. Weather; enemy actions; location of isolated, missing, detained, or captured personnel; and recovery force capabilities are examples of factors that may require the detailed planning and coordination of a deliberate recovery. (FM 3-50) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit enforced planning system to provide timely reporting, accurately reported validation and determined location, and rapidly disseminated the information to the entire PR architecture for coordinated response.
02	Yes/No	The system provided for accurate record keeping without degrading the PR effort.
03	Yes/No	The primary mission continued parallel to the recovery effort.

ART 6.2.3.4 Conduct External Supported Personnel Recovery

6-20. Units conduct external supported personnel recovery (PR) when immediate or deliberate recovery is not feasible or was not successful. External supported personnel recovery is either the support provided by the Army to other joint task force components, interagency organizations, or multinational forces or the support provided by these entities to the Army. Close air support, information collection, and airborne command and control are examples of capabilities that may be required from different components to execute an external supported recovery. (FM 3-50) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit enforced planning system to provide timely reporting, accurately reported validation and determined location, and rapidly disseminated the information to the entire PR architecture for coordinated response.
02	Yes/No	The system provided for accurate record keeping without degrading the PR effort.
03	Yes/No	The primary mission continued parallel to the recovery effort.
04	Yes/No	Unit provided the support required to support an external support requirement.
05	Yes/No	Unit transmitted a request for external support as necessary.

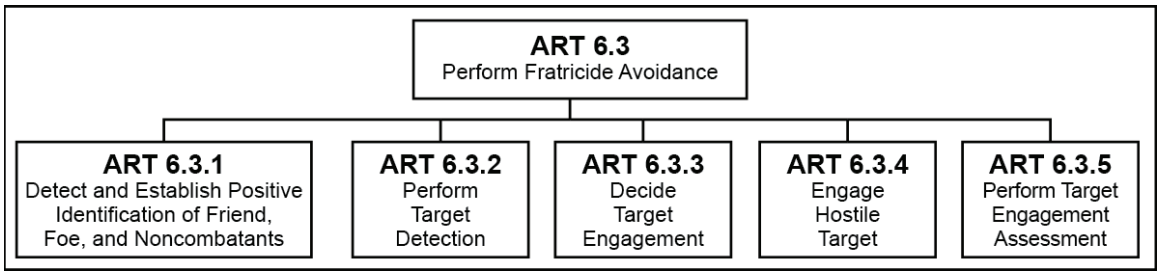
ART 6.2.3.5 Develop Personnel Recovery Guidance

6-21. The staff develops personnel recovery (PR) guidance by translating the commander's visualization through the military decisionmaking process (MDMP) into specific courses of action to ensure the incorporation of PR into all operations and missions. The planning effort fosters mission command and results in developed and disseminated PR guidance to subordinates. The PR guidance results in the development and dissemination of isolated Soldier guidance at the appropriate level of command. (FM 3-50) (USACAC)

No.	Scale	Measure
01	Yes/No	Staff participated in "Receipt of mission" and "Mission analysis" steps of the MDMP, and incorporated PR into mission planning.
02	Yes/No	Staff reviewed PR guidance from higher headquarters and joint orders, combat search and rescue concept of operations, Department of State, Regional Security Office, status-of-forces agreements, and civilian search and rescue authorities.
03	Yes/No	Staff identified recovery assets and authority for deployment of recovery assets.

No.	Scale	Measure
04	Yes/No	Staff validated PR requirements in the area of operations based on mission variables.
05	Yes/No	Staff confirmed that the commander's intent included PR during course of action development, analysis, and comparison.

SECTION III – ART 6.3: IMPLEMENT PHYSICAL SECURITY PROCEDURES



6-22. Units protect personnel, information, and critical resources in all locations and situations against various threats by developing and implementing effective security policies and procedures. This total system approach is based on the continuing analysis and employment of protective measures, to include physical barriers, clear zones, lighting, access and key control, intrusion detection devices, defensive positions, and nonlethal capabilities. (ATP 3-39.32) (USAMPS)

No.	Scale	Measure
01	Yes/No	Unit, base, and installation physical security program protected personnel, information, and critical resources from unauthorized access.
02	Time	To review and refine unit physical security standard operating procedures in accordance with the factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations.
03	Time	To refine physical security regulations for installations and major combat formation in an area of operations.
04	Time	To complete a threat analysis.
05	Time	To design, procure, emplace, and activate protective measures, such as physical barriers, clear zones, exterior lighting, access and key control, intrusion detection devices, defensive positions, and nonlethal capabilities.
06	Percent	Of units, bases, and installations in the area of operations that had active integrated physical security programs.
07	Percent	Of guidance in unit and base physical security programs actually followed.
08	Percent	Of decreased crime rate.
09	Percent	Of increased reported crimes cleared.
10	Percent	Of perpetrators arrested or killed.
11	Percent	Of decreased serious crimes reported.
12	Percent	Of decreased fear of crime by unit personnel.
13	Percent	Of planned physical barriers, clear zones, exterior lighting, access and key control, intrusion detection devices, defensive positions, and nonlethal capabilities operational.
14	Number	Of successful attempts to gain unauthorized access to friendly forces, installations, information, equipment, and supplies.

ART 6.3.1 EMPLOY CAMOUFLAGE, CONCEALMENT, AND DECOY TECHNIQUES

6-23. Units protect friendly forces, personnel, materiel, equipment, and information system nodes from observation and surveillance by using natural or artificial materials. Units employ an imitation in any sense

of a person, object, or phenomenon with the intentions of deceiving enemy surveillance devices or misleading enemy evaluation. (ATP 3-37.34) (USAES)

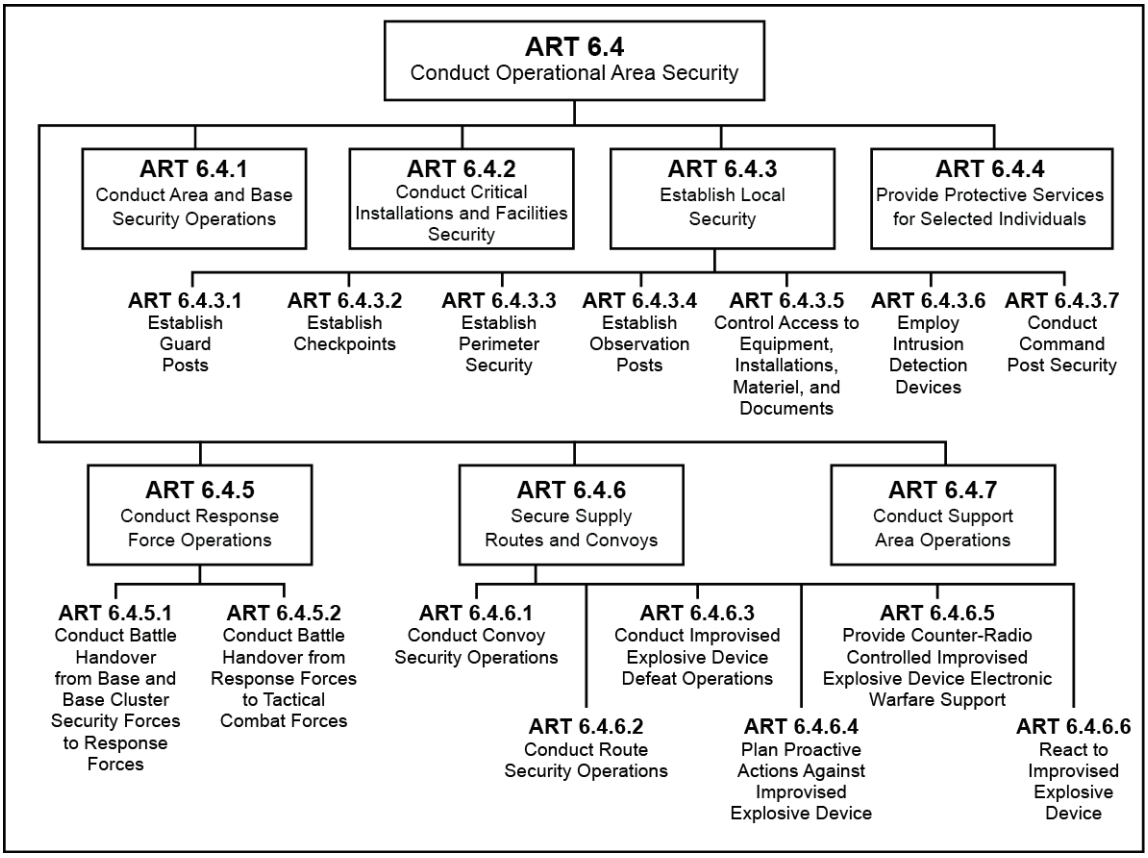
No.	*Scale*	*Measure*
01	Yes/No	The unit's use of camouflage, concealment, and decoy techniques enhanced unit survivability.
02	Time	To employ camouflage, concealment, and decoy techniques.
03	Time	To conduct a preliminary assessment of camouflage, concealment, and decoy effort in the area of operations.
04	Time	To obtain additional operational camouflage and decoy systems as required by the factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations.
05	Percent	Of unit concealed from enemy observation and sensor detection.
06	Percent	Of unit personnel trained to correctly employ camouflage and concealment and to use decoys.
07	Percent	Of casualties due to improper use of camouflage and concealment and decoys.
08	Percent	Of on-hand camouflage and decoy systems that were serviceable against enemy observation and sensors.
09	Number	And types of on-hand, serviceable camouflage and decoy systems.

ART 6.3.2 EMPLOY NOISE, LIGHT, THERMAL, AND PHYSICAL EVIDENCE CONTROLS

6-24. Units reduce friendly indicators by controlling personnel and equipment sounds, light emissions, and physical evidence of occupying a position. (TC 3-21.75) (USAMCOE)

No.	*Scale*	*Measure*
01	Yes/No	Unit personnel did not compromise unit course of action by violations of noise, light, thermal, and physical evidence controls.
02	Time	To assess unit noise, light, thermal, and physical evidence controls.
03	Time	To employ noise, light, thermal, and physical evidence controls.
04	Percent	Of increased time to conduct operations required by the need to maintain noise, light, thermal, and physical evidence controls.
05	Percent	Of unit maintaining noise, light, thermal, and physical evidence controls.
06	Percent	Of unit personnel trained in noise, light, thermal, and physical evidence controls.
07	Percent	Of units, installations, and facilities that had recorded violations of noise, light, thermal, and physical evidence controls.
08	Number	Of friendly casualties due to violations of unit noise, light, thermal, and physical evidence controls.

SECTION IV – ART 6.4: CONDUCT OPERATIONAL AREA SECURITY



6-25. Operational area security is a form of security operations conducted to protect friendly forces, installations, routes, and actions within an area of operations. Although vital to the success of military operations, operational area security is an economy of force mission designed to ensure the continued conduct of sustainment operations and to support decisive and shaping operations. (ADRP 3-37) (USAMSCOE)

No.	*Scale*	*Measure*
01	Yes/No	The operations of the area security force provided the protected force or installation with sufficient reaction time and maneuver space.
02	Yes/No	Area security forces were in place not later than time specified in operation order.
03	Yes/No	Area security force prevented enemy ground observation of protected force or installation.
04	Yes/No	Collateral damage was minimized to protect and respect noncombatants and their property; collateral damage was consistent with the mission, law of land warfare, and rules of engagement.
05	Yes/No	Area security force provided early and accurate warning of enemy approach.
06	Yes/No	Area security force oriented its operations on the protected forces and facilities.
07	Yes/No	Area security force performed continuous reconnaissance.
08	Yes/No	Area security force maintained contact with enemy forces.
09	Yes/No	Area security force protected government-sponsored civilian stabilization and reconstruction personnel.
10	Yes/No	Area security force protected contractor and nongovernmental organizations stabilization personnel and resources.

No.	*Scale*	*Measure*
11	Yes/No	Commander developed criteria for ending the area security operation.
12	Yes/No	Area commander established useful intelligence links with local authorities.
13	Yes/No	Unit interacted with host-nation security forces and civil authority to conduct operations.
14	Time	To conduct reconnaissance of the area.
15	Time	To plan area security operation.
16	Time	To prepare for the area security operation including the conduct of troop movement.
17	Time	To execute the area security operation.
18	Time	To report enemy activities to appropriate headquarters.
19	Time	Before the secured force, installation, or route encountered enemy forces.
20	Time	To integrate host-nation or third-nation security forces and means into friendly area security operations.
21	Time	Between observation and surveillance of named areas of interest in the secured area.
22	Time	For a reaction force or tactical combat force to respond and reach an installation or facility under attack.
23	Time	Increased to transit an area due to enemy attacks on transportation facilities and road networks.
24	Percent	Of security force casualties during the area security operation.
25	Percent	Of casualties (secured force or installation and people using secured routes) during the area security operation.
26	Percent	Of unit combat power needed to provide desired degree of security.
27	Percent	Of decreased support capability of sustainment units due to enemy attacks.
28	Percent	Of decreased support capability of sustainment units due to the requirement to provide security forces from internal assets.
29	Percent	Of decreased transport capability of a line of communications or main supply route due to enemy attacks.
30	Percent	Of increased availability of area security forces through use of host-nation or third-nation security forces.
31	Percent	Of enemy reconnaissance and other forces destroyed or repelled by the area security force.
32	Percent	Of friendly operations judged as not compromised prior to or during execution.
33	Percent	Of operations not compromised (based on enemy prisoner of war interrogations or captured documents).
34	Percent	Of critical facilities in the area of operations hardened or protected by area security forces.
35	Percent	Of security measures completed for a given facility in the secured area.
36	Percent	Of the secured area that can be observed by visual observation or covered by sensors at any given time.
37	Percent	Of lines of communications and main supply routes in the area secured.
38	Percent	Of available military police effort in area used to provide area security, such as command post guards and reaction forces.
39	Percent	Of information system networks that had multiple paths over which to transmit data.
40	Percent	Of attempted enemy attacks—including terrorist attacks—that penetrated area security.
41	Number	And types of maneuver forces used to provide area security.
42	Number	And types of enemy forces operating in the area that were secured.
43	Number	Of incidents where enemy forces affected the security of friendly units and facilities, such as terrorist attacks, snipping, and isolated mortar or rocket attacks.

No.	Scale	Measure
44	Number	Of incidents in which enemy forces compromised friendly courses of actions, level II and level III attacks, or terrorist attacks that penetrated into target area.
45	Number	Of casualties incurred by the security force during the conduct of the area security operation.
46	Number	Of casualties incurred by the secured force or installation during the conduct of the area security operation.
47	Number	Of mobility corridors or avenues of approach that the area security force observed.
48	Number	Of observation or guard posts that the area security force established.
49	Number	Of enemy reconnaissance and other forces destroyed during security operation.
50	Square Kilometers	Size of area secured.

ART 6.4.1 CONDUCT AREA AND BASE SECURITY OPERATIONS

6-26. Area and base security operations are a specialized area security operation. These operations protect friendly forces, installations, and actions in the support area. They include measures taken by military units, activities, and installations to protect themselves from acts designed to impair their effectiveness. (ADRP 3-37) (USAMSCOE)

No.	Scale	Measure
01	Yes/No	Operations of security forces provided the protected force or installation with sufficient reaction time and maneuver space.
02	Yes/No	Sustainment area and base security forces were in place not later than time specified in operation order.
03	Yes/No	Sustainment area and base security forces prevented enemy ground observation of protected force or installation.
04	Yes/No	Collateral damage was minimized to protect and respect noncombatants and their property, consistent with the mission, law of land warfare, and rules of engagement.
05	Yes/No	Security force provided early and accurate warning of enemy approach toward base perimeter.
06	Yes/No	The security force oriented its operations on the protected facilities.
07	Yes/No	The security force performed continuous reconnaissance.
08	Yes/No	The security force maintained contact with enemy forces.
09	Yes/No	The area commander established useful intelligence links with local authorities.
10	Yes/No	Commander prioritized sustainment area and base security efforts to protect most critical resources.
11	Time	To conduct reconnaissance of the sustainment area.
12	Time	To plan sustainment area and base security operations.
13	Time	To prepare for the sustainment area and base security operations including the conduct of troop movement.
14	Time	To execute the sustainment area and base security operations.
15	Time	To report enemy activities to appropriate headquarters.
16	Time	Of warning before the secured force, installation, or route encountered enemy forces.
17	Time	To integrate host-nation or third-nation security forces and means into friendly sustainment area and base security operations.
18	Time	Between observation and surveillance of named areas of interest in secured area.
19	Time	For a reaction force or tactical combat force to respond and reach an installation or facility under attack.
20	Percent	Of security forces casualties during the sustainment area and base security operations.

No.	Scale	Measure
21	Percent	Of casualties (secured force or installation and people using secured routes) during the sustainment area and base security operations.
22	Percent	Of unit combat power to provide desired degree of sustainment area and base security.
23	Percent	Of decreased support capability of sustainment units due to the requirement to provide security forces from internal assets.
24	Percent	Of decreased support capability of sustainment units due to enemy attacks.
25	Percent	Of decreased transport capability of a line of communications or main supply route due to enemy attacks.
26	Percent	Of increased availability of sustainment area and base security forces through use of host-nation or third-nation security forces.
27	Percent	Of enemy reconnaissance and other forces destroyed or repelled by the base security forces.
28	Percent	Of friendly sustaining operations judged as not compromised before or during execution.
29	Percent	Of critical facilities in the area of operations hardened and protected by security forces.
30	Percent	Of security measures—such as perimeter fences, cleared fields of fire, and anti-intrusion detection devices—completed for a given facility in the sustainment area.
31	Percent	Of the sustainment area observed by visual observation or covered by sensors at any given time.
32	Percent	Of lines of communications and main supply routes secured in the sustainment area.
33	Percent	Of available military police effort in area used to provide sustainment area security, such as reaction forces.
34	Percent	Of attempted enemy attacks—including terrorist attacks—that penetrated a base's perimeter security.
35	Number	And types of maneuver forces used to provide sustainment area and base security.
36	Number	And types of enemy forces operating in the echelon sustainment area.
37	Number	Of incidents in which enemy forces affected the security of friendly bases, such as terrorist attacks, snipping, and isolated mortar or rocket attacks.
38	Number	Of incidents in which enemy forces compromised friendly courses of action, level II and level III attacks, or terrorist attacks that penetrated into their target area.
39	Number	Of security force casualties during the sustainment area and base security operations.
40	Number	Of secured force or installation casualties during the sustainment area and base security operations.
41	Number	Of mobility corridors or avenues of approach that were observed by the area security force.
42	Number	Of observation posts, guard posts, or checkpoints that were established by the sustainment area security force.
43	Number	Of enemy reconnaissance and other forces destroyed during the conduct of sustainment area security operations.
44	Number	Of incidents that disrupted rule of law or activities centered on local governance and essential services.
45	Square Kilometers	Size of the echelon sustainment area.

ART 6.4.2 CONDUCT CRITICAL INSTALLATIONS AND FACILITIES SECURITY

6-27. Units use protective measures to prevent or reduce the effects of enemy hostile acts (such as sabotage, insurgent actions, and terrorist attacks) against unit critical facilities and systems designated as a Level I

threat (as discussed in JP 3-10). Protective measures include conducting local security operations, protecting individuals and systems, preparing fighting positions, preparing protective positions, employing protective equipment, reacting to enemy direct fire, reacting to enemy indirect fire, reacting to enemy aerial attack, and reacting to a terrorist incident. (FM 3-27) (USASMDC)

No.	*Scale*	*Measure*
01	Yes/No	Security force protected installation or facility from damage.
02	Yes/No	Unit established executable antiterrorism program.
03	Yes/No	Unit established procedures to change force protection conditions.
04	Yes/No	Unit had procedures to respond to enemy use of chemical, biological, radiological, and nuclear explosives.
05	Yes/No	Antiterrorism and physical security plan was coordinated, approved, and executable.
06	Time	To refine base and base cluster defense plan.
07	Time	For a higher headquarters to assess base and base cluster defense plans.
08	Time	To coordinate additional assets for unit lines of communications.
09	Time	For reaction forces and response forces to respond to enemy threats to critical installations or facilities.
10	Time	To review counterintelligence plans for major tactical units in the area of operations.
11	Percent	Of unit to secure critical installations and provide facility security.
12	Percent	Of successful Level I, Level II, and terrorist attacks in echelon sustainment area.
13	Percent	Of decreased friendly installations and facilities capabilities due to successful attacks.
14	Percent	Of critical installations, facilities, and communications hardened against attack.
15	Percent	Of alternate path communications supporting operations in the area of operations.
16	Percent	Of friendly installations and unit having current counterterrorism or antiterrorism training programs in effect.
17	Percent	Of threat assessments passed within established criteria.
18	Percent	Of tactical units in the area of operations that had counterintelligence plans.
19	Number	Of Level I, Level II, and terrorist attacks attempted against critical installations and facilities in the unit sustainment area.
20	Number	Of friendly force actions that disrupted enemy intelligence collection efforts.
21	Number	Of enemy acts against friendly forces near the unit.
22	Number	Of instances of operations degraded, disrupted, delayed, or modified due to successful enemy penetration of critical installations and facilities.

ART 6.4.3 ESTABLISH LOCAL SECURITY

6-28. Local security protection ranges from echelon headquarters to reserves and sustainment forces. Local security can be part of the sustaining base or part of the area infrastructure. Local security includes all measures to protect friendly forces from attack, surprise, observation, detection, interference, espionage, terrorism, and sabotage. ART 6.4.3 enhances the freedom of action of tactical units in an area of operations by identifying and reducing friendly vulnerability to hostile acts, influence, or surprise. (ADRP 3-37) (USAMSCOE)

No.	*Scale*	*Measure*
01	Yes/No	Effective local security existed in a 360-degree arc around the unit.
02	Yes/No	Commander adjusted unit levels of alert based on the factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations.
03	Time	To plan local security operations.
04	Time	To prepare for the conduct of local security operations.
05	Time	That local security was maintained.

No.	Scale	Measure
06	Time	To establish observation and guard posts.
07	Time	To conduct patrols of the local area.
08	Time	To emplace camouflage.
09	Time	Between observation and surveillance of dead space within direct fire range of the unit's perimeter.
10	Time	For all unit personnel to occupy fighting and survivability positions on receipt of warning of enemy attack or operation order.
11	Time	To site and emplace protective obstacles, such as concertina wire.
12	Time	To adjust local security measures in reaction to changes in environmental conditions, such as fog, rain, and nightfall.
13	Time	For unit reaction force to respond to enemy penetration of unit perimeter.
14	Time	To establish ambushes to provide local protection under limited visibility conditions.
15	Percent	Of unit observing stand-to time and procedures as outlined in unit standard operating procedures.
16	Percent	Of unit observing movement control restrictions.
17	Percent	Of unit observing unit noise and light discipline protocols.
18	Percent	Of available ground sensors, night vision devices, and daylight sights in operating condition.
19	Percent	Of local area around the unit under continuous observation or surveillance.
20	Percent	Of unit to provide local security.
21	Percent	Of decreased sustainment unit functional capabilities due to the requirement for those units to provide their own local security.
22	Number	And types of ground sensors, night vision devices, and daylight sights in operating conditions.
23	Number	Of observation and guard posts established.
24	Number	Of patrols operating at any given time.
25	Number	Of ambushes operating at any given time.
26	Number	Of instances of enemy surveillance and reconnaissance attempts disrupted by friendly local security activities.
27	Number	Of Level I and terrorist attacks directed against the unit.

ART 6.4.3.1 ESTABLISH GUARD POSTS

6-29. Units delineate the organization and functions of interior and exterior guards to include orders, signs (challenge), countersigns (password), and responsibility of the main guard; duties of personnel; and methods of mounting the guard. (ATP 3-39.32) (USAMPS)

No.	Scale	Measure
01	Yes/No	Personnel manning guard posts took appropriate action per rules of engagement and special orders to prevent unauthorized entry or exit from a protected facility.
02	Yes/No	Guard posts were hardened against terrorist or Level I attack.
03	Yes/No	Personnel manning guard posts allowed only authorized persons and vehicles access to the protected site.
04	Yes/No	Personnel manning guard posts employed biometric collection to verify identity of persons authorized access to the protected site.
05	Yes/No	Guard posts allowed adequate observation of mobility corridors and access routes leading into and out of the protected site.
06	Yes/No	Guard posts communicated with guardhouse, base defense operations center, and unit command post.

No.	Scale	Measure
07	Yes/No	Method of mounting guard was per doctrine, regulations, and unit standard operating procedures.
08	Time	To assess the site—identify threat and vulnerabilities, review existing security arrangements, coordinate with facility commander, and conduct reconnaissance of the area.
09	Time	To develop guard post orders.
10	Time	To establish communication with guard house, base defense operations center, and unit command post.
11	Time	To establish barrier control measure using available materials.
12	Time	To implement access controls, such as access rosters, badge systems, and duress codes.
13	Time	To establish challenge and password system.
14	Time	To emplace perimeter control measures to include concertina wire, mines, trenches, barricades, fences, and nonlethal capabilities.
15	Time	To obtain additional resources to improve existing perimeter control measures.
16	Time	To pass personnel and vehicles through the guard post.
17	Percent	Of perimeter penetrations detected and reported.
18	Percent	Of mission-capable perimeter control measures.
19	Percent	Of unit personnel used to man existing guard posts.
20	Percent	Of protected site perimeter covered by observation from existing guard posts.
21	Number	Of guard posts established.
22	Number	Of personnel to man existing guard posts.
23	Number	Of surface and subsurface (tunnels) perimeter penetrations that occurred or were attempted.

ART 6.4.3.2 Establish Checkpoints

6-30. Units establish checkpoints to monitor and control movement, inspect cargo, enforce rules and regulations, and provide information. (ATP 3-39.30) (USAMPS)

No.	Scale	Measure
01	Yes/No	Personnel manning checkpoints took appropriate actions per rules of engagement and special orders to control movement, inspect cargo, and enforce rules and regulations.
02	Yes/No	Unit hardened checkpoint against terrorist or Level I attack.
03	Yes/No	Personnel manning checkpoint allowed only authorized persons and vehicles to pass through the checkpoint.
04	Yes/No	Personnel manning checkpoints employed biometric collection to identity known threats and persons of interest.
05	Yes/No	Unit placed checkpoints at unanticipated locations and located them so they were not able to be seen more than a short distance away to prevent them being avoided.
06	Yes/No	Checkpoints communicated with response forces, base defense operations center, and unit command post.
07	Yes/No	Method of operating checkpoint was per doctrine, regulations, status-of-forces agreements, and unit standard operating procedures.
08	Yes/No	Male and female search teams were available.
09	Yes/No	Units dismantled roadblocks and established checkpoints.
10	Time	To assess the checkpoint site—identify threat and vulnerabilities, review existing security arrangements, coordinate with facility commander, and conduct reconnaissance of the area.
11	Time	To develop special instructions for checkpoints.

No.	Scale	Measure
12	Time	To establish communications with response forces, base defense operations center, and unit command post.
13	Time	To emplace checkpoint control measures to include concertina wire, mines, trenches, barricades, fences, and nonlethal capabilities.
14	Time	To establish barriers around checkpoint using available materials.
15	Time	To obtain additional resources to improve existing perimeter control measures.
16	Time	To pass personnel and vehicles through the checkpoint.
17	Percent	Of mission-capable checkpoint control measures.
18	Percent	Of unit personnel to man existing checkpoint.
19	Percent	Of personnel and vehicles that initiated fires against the checkpoint killed, destroyed, or captured.
20	Percent	Of personnel aware of rules of engagement and limitations regarding search, arrest, and use of force.
21	Number	Of contraband items detected and reported.
22	Number	Of checkpoints established.
23	Number	Of personnel to man existing checkpoints.
24	Number	Of personnel or vehicles attempting to flee or breach the checkpoint.
25	Number	And types of contraband seized at checkpoints.

ART 6.4.3.3 Establish Perimeter Security

6-31. Units employ defensive measures to protect a unit, facility, or location from attack, unauthorized access, theft, or sabotage. Measures may include physical barriers, clear zones, lighting, guards or sentries, reaction forces, intrusion detection devices, and defensive positions. (ATP 3-39.32) (USAMPS)

No.	Scale	Measure
01	Yes/No	Effective perimeter security existed in a 360-degree arc around the unit.
02	Yes/No	Commander adjusted unit levels of alert based on the factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations.
03	Yes/No	The perimeter took advantage of the natural defensive characteristics of the terrain.
04	Yes/No	The unit controlled the area surrounding the perimeter to a range beyond that of enemy mortars and rockets.
05	Yes/No	Unit used smoke and deception during the conduct of perimeter security.
06	Yes/No	Lethal and nonlethal systems and munitions were available and sufficient to support the perimeter security plan.
07	Time	To plan for perimeter security.
08	Time	To prepare for the conduct of perimeter security.
09	Time	That perimeter security was maintained.
10	Time	To establish observation and guard posts.
11	Time	To conduct patrols of the local area.
12	Time	To emplace camouflage.
13	Time	Between observation and surveillance of dead space within direct fire range of the unit's perimeter.
14	Time	For all unit personnel to occupy fighting and survivability positions on receipt of warning of enemy attack or operation order.
15	Time	For unit reaction force to respond to enemy penetration of unit perimeter.
16	Time	To site and emplace protective obstacles, such as concertina wire.

No.	Scale	Measure
17	Time	To adjust local security measures in reaction to changes in environmental conditions, such as fog, rain, and nightfall.
18	Time	To establish ambushes to provide local protection under limited visibility conditions.
19	Time	To emplace security measures that were not protective obstacles, such as sally ports, guard towers, intrusion detector sensors, and exterior lights.
20	Percent	Of unit observing stand-to time and procedures as outlined in unit standard operating procedures.
21	Percent	Of unit observing movement control restrictions.
22	Percent	Of unit observing unit noise and light discipline protocols.
23	Percent	Of available ground sensors, night vision devices, and daylight sights in operating condition.
24	Percent	Of area around the unit perimeter under continuous observation or surveillance.
25	Percent	Of unit to provide perimeter security.
26	Percent	Of decreased sustainment unit functional capabilities due to the requirement for those units to provide their own perimeter security.
27	Number	And types of ground sensors, night vision devices, and daylight sights in operating condition.
28	Number	Of observation and guard posts established.
29	Number	Of patrols operating at any given time.
30	Number	Of ambushes operating at any given time.
31	Number	Of instances enemy surveillance and reconnaissance attempts disrupted by friendly security activities.
32	Number	Of Level I and terrorist attacks directed against the unit perimeter.
33	Number	Of Level II attacks directed against the unit perimeter.

ART 6.4.3.4 ESTABLISH OBSERVATION POSTS

6-32. An *observation post* is a position from which military observations are made, or fire directed and adjusted, and which possesses appropriate communications. While aerial observers and sensor systems are extremely useful, those systems do not constitute aerial observation posts. Units establish and maintain observation posts to prevent surprise to a protected force or to ensure observation of a designated area. (FM 3-90-2) (USACAC)

No.	Scale	Measure
01	Yes/No	Observation post position allowed personnel to observe assigned area, such as likely enemy avenues of approach and named areas of interest.
02	Yes/No	Observation post personnel provided early warning in event of enemy activity.
03	Yes/No	Personnel manning observation post engaged and destroyed enemy reconnaissance elements within organic and available supporting capabilities.
04	Yes/No	Observation post was operational not later than the time the operation order specified.
05	Yes/No	Observation posts communicated with higher headquarters.
06	Yes/No	Unit maintained a minimum of two personnel in observation post. Observation duties rotated on a given schedule.
07	Time	To plan and prepare to establish the observation post.
08	Time	To move from current position to proposed site of the observation point.
09	Time	To assess the proposed site for the observation post and move it to a more suitable location as necessary.
10	Time	To establish communications with higher headquarters.

No.	Scale	Measure
11	Time	To establish local security including the selection of fighting and hide positions for combat vehicles; preparation of range cards; emplacing chemical agent alarms; and installing camouflage, concertina wire, and protective mines.
12	Time	To orient personnel manning observation posts to terrain and mission control graphics, such as target reference points and trigger points.
13	Percent	Of enemy or civilian activity detected and reported.
14	Percent	Of serviceable, on-hand equipment (such as map with control graphics, compass, communications equipment, and observation devices) to conduct observation mission.
15	Percent	Of unit personnel to man existing observation posts.
16	Percent	Of named area of operations covered by observation from existing observation posts.
17	Number	Of observation posts established.
18	Number	Of personnel to man existing observation posts.
19	Number	Of observation posts detected by enemy reconnaissance assets.

ART 6.4.3.5 Control Access to Equipment, Installations, Materiel, and Documents

6-33. Access control involves the establishment of complementary, overlapping security measures to control access to critical resources and information. Measures may include physical barriers, clear zones, lighting, access and key control, the use of security badges, intrusion detection devices, defensive positions, and nonlethal capabilities. (FM 3-39) (USAMPS)

No.	Scale	Measure
01	Yes/No	Unit, base, or installation physical security program protected personnel, information, and critical resources from unauthorized access.
02	Time	To review and refine unit physical security standard operating procedures per factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations.
03	Time	To refine physical security regulations for installations and major combat formation in an area of operations.
04	Time	To complete a threat analysis.
05	Time	To design, procure, emplace, and activate protective measures, such as physical barriers, clear zones, exterior lighting, access and key control, intrusion detection devices, and defensive positions.
06	Percent	Of units, bases, or installations in the area of operations that had active integrated physical security programs.
07	Percent	Of guidance in unit and base physical security programs actually followed.
08	Percent	Of planned physical barriers, clear zones, exterior lighting, access and key control, intrusion detection devices, and defensive positions operational.
09	Number	Of successful attempts to gain unauthorized access to friendly forces, installations, information, equipment, and supplies.

ART 6.4.3.6 Employ Intrusion Detection Devices

6-34. Employment of intrusion detection devices includes conducting site surveys and installing and operating intrusion detection systems to protect Army installations, personnel, operations, and critical resources in both tactical and nontactical situations. (ATP 3-39.32) (USAMPS)

No.	Scale	Measure
01	Yes/No	Unit, base, or installation intrusion detection devices protected sites from unauthorized access.
02	Yes/No	Intrusion detection device was an integrated system that encompassed interior and exterior sensors; close-circuit television systems for assessing alarm conditions; electronic entry-control systems; data-transmission media; and alarm reporting systems for monitoring, controlling, and displaying various alarm and system information.
03	Yes/No	The intrusion detection device deployed in and around barriers served as a boundary demarcation and means to keep animals and people from causing nuisance alarms by inadvertently straying into controlled area.
04	Yes/No	Voice communications (radio, intercom, and telephone) linked with the response force were located in the security center.
05	Time	To complete a threat analysis.
06	Time	To design, obtain, emplace, and activate intrusion detection device.
07	Time	For response force to respond to report of activity by the intrusion detection device.
08	Percent	Of alerts by intrusion detection device that were incorrect.
09	Number	Of intrusions into protected site that the intrusion detection device did not detect.

ART 6.4.3.7 Conduct Command Post Security

6-35. Units prevent disruption due to enemy forces penetrating the perimeter around a command post or the rapid forced displacement of the command post due to the presence of enemy forces. Security of command posts at all levels is essential to the continuity and successful exercise mission command. Security is achieved by using security forces, air defense, camouflage, traffic control, electronic countermeasures, and frequent displacements. (ATP 3-39.32) (USAMPS)

No.	Scale	Measure
01	Yes/No	Command post was secured without degradation of command post operations.
02	Yes/No	Traffic control posts were near the intersection of main supply routes and access roads to the command post. They ensured traffic flowed freely, congestion was avoided, and traffic entering access roads was screened.
03	Yes/No	Unit provided personal security for the commander.
04	Yes/No	Unit established dismount point near the command post entrance.
05	Yes/No	Unit enforced noise, light, and litter discipline.
06	Yes/No	Traffic control posts controlled entrance to command post by access rosters.
07	Yes/No	Security force communicated with headquarters commandant.
08	Time	To conduct reconnaissance of routes to the command post and areas around the command post.
09	Time	To conduct troop leading procedures.
10	Time	To establish a screen line around the command post.
11	Time	To conduct patrols around the command post.
12	Time	To establish defensive positions and deploy camouflage and concealment systems, lethal and nonlethal measures, and protective obstacles around the command post.
13	Time	To establish a challenge and password or duress system.
14	Time	To establish communications with headquarters commandant.
15	Time	Between movements, command post displacements, or jumps.
16	Percent	Of available forces to provide command post security.
17	Percent	Of personnel who became casualties due to a Level I, Level II, or terrorist attack on the command post.

No.	Scale	Measure
18	Number	Of Level I, Level II, and terrorist attacks against the command post.
19	Number	Of friendly force actions that disrupted enemy intelligence collection efforts.

ART 6.4.4 PROVIDE PROTECTIVE SERVICES FOR SELECTED INDIVIDUALS

6-36. Units protect designated high-risk individuals from assassination, kidnapping, injury, or embarrassment. ART 6.4.4 includes planning, preparing, executing, and assessing close-in protection; coordinating external security with supporting law enforcement and security agencies; and providing technical advice on protective service operations to commanders, to include conducting vulnerability assessments. (ATP 3-39.35) (USAMPS)

No.	Scale	Measure
01	Yes/No	Unit protected principal—including key political and societal—leaders and accomplished mission while receiving protective services.
02	Yes/No	Principal protected by unit was not injured, killed, or captured during time in the unit or installation area of operations (AO).
03	Yes/No	Forces providing protective services received useable antiterrorism intelligence and information from host-nation agencies.
04	Yes/No	Unit or installation operations security concerning measures taken to protect the principal was not deliberately or accidentally disclosed to terrorist organizations.
05	Yes/No	Local population supported principal's presence in the AO.
06	Yes/No	Effective response or reaction forces existed in the event of an attempted or successful attack on the principal.
07	Time	To refine security plans to reflect changes in protected individual's itinerary.
08	Time	For internal or external reaction and response forces to respond to an attack on the protected individual.
09	Time	To identify facilities scheduled for visit by the protected individual, inspect to determine if safeguards were adequate, and prioritize protection.
10	Time	To identify activities by the protected individual that increased vulnerability to terrorist acts.
11	Time	To collect critical personal data (medical history, likes, and dislikes) on protected individual.
12	Time	To conduct a threat assessment to include the threat level in the AO and the protected individual's history to determine previous threats targeted at the individual and conduct site visits.
13	Time	To determine and obtain any special equipment—such as military working dogs and devices—for detecting the presence of unauthorized listening devices.
14	Percent	Of friendly force and noncombatant casualties due to terrorist actions directed against the principal.
15	Percent	Of reduced unit mission capabilities or installation support capabilities due to security measures designed to protect the principal.
16	Number	And types of groups and enemy forces operating in unit AO or in the vicinity of friendly installations likely to attack the protected individual.
17	Number	And types of individuals and units needed to provide protective services in the AO.
18	Number	And types of counterterrorism and antiterrorism activities conducted to protect the principal in the AO.
19	Number	Of terrorist attacks attempted against the protected individual in the unit AO.
20	Number	Of friendly force and noncombatant casualties due to terrorist actions directed against the protected principal.
21	Cost	To provide protective services in the AO.

ART 6.4.5 CONDUCT RESPONSE FORCE OPERATIONS

6-37. Response force operations include the planning for defeat of Levels I and II threats and the shaping of Level III threats until the designated tactical combat force arrives for decisive operations. Response force operations use a mobile force with appropriate fire support to deal with Level II threats in the area of operations. (ATP 3-91) (USACAC)

ART 6.4.5.1 CONDUCT BATTLE HANDOVER FROM BASE AND BASE CLUSTER SECURITY FORCES TO RESPONSE FORCES

6-38. Units transfer responsibility for fighting an enemy from the base or base cluster commander to the commander of the response force. (FM 3-90-1) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Battle handover occurred before the enemy penetrated base perimeter or base cluster security area.
02	Yes/No	Main bodies of units conducting battle handover were not surprised by the enemy.
03	Time	To prepare and exchange plans.
04	Time	To provide supporting fires.
05	Time	To establish conditions allowing battle handover.
06	Time	Difference between when contact at contact point was planned and when actually made.
07	Percent	Of time that participating forces were in contact with each other.
08	Percent	Of previous plans still applicable at time of battle handover.
09	Percent	Of casualties incurred by either force due to fratricide.
10	Number	Of fratricide incidents.
11	Number	Of casualties due to fratricide.
12	Kilometers	Distance between planned and actual unit contact points.

ART 6.4.5.2 CONDUCT BATTLE HANDOVER FROM RESPONSE FORCES TO TACTICAL COMBAT FORCES

6-39. Units transfer responsibility for fighting an enemy from the commander of the response force to the commander of a tactical combat force. A tactical combat force is a combat unit, with appropriate sustainment assets, that is assigned the mission of defeating Level III threats. (FM 3-90-1) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Battle handover occurred before the enemy penetrated base perimeter or base cluster security area.
02	Yes/No	Main bodies of units conducting battle handover were not surprised by the enemy.
03	Yes/No	Lethal and nonlethal systems and munitions were available and sufficient to support operational requirements.
04	Time	To prepare and exchange plans.
05	Time	To provide supporting fires.
06	Time	To establish conditions allowing battle handover.
07	Time	Difference between when contact at contact point was planned and when actually made.
08	Percent	Of time that participating forces were in contact with each other.
09	Percent	Of previous plans still applicable at time of battle handover.
10	Percent	Of casualties incurred by either force due to fratricide.
11	Number	Of fratricide incidents.

No.	Scale	Measure
12	Number	Of casualties due to fratricide.
13	Kilometers	Distance between planned and actual unit contact points.

ART 6.4.6 SECURE SUPPLY ROUTES AND CONVOYS

6-40. Security and protection of supply routes and convoys in the area of operations is critical to military operations since most traffic supporting military operations moves along these routes. Plans to provide main supply route security may include designating units for convoy security, providing guidance for units to provide their own security during convoys, or establishing protection and security requirements for convoys carrying critical assets. (ATP 4-01.45) (USACAC)

ART 6.4.6.1 CONDUCT CONVOY SECURITY OPERATIONS

6-41. Convoy security operations protect convoys. Units conduct convoy security operations any time there are not enough friendly forces to continuously secure lines of communications in an area of operations, and there is a danger of enemy ground action against the convoy. Convoy security operations are defensive in nature and orient on the protected force. (ATP 4-01.45) (USACAC)

No.	Scale	Measure
01	Yes/No	Operations of the convoy security forces provided the protected convoy with sufficient reaction time and maneuver space to avoid contact with significant enemy forces.
02	Yes/No	Convoy crossed start point and release point at the times indicated in the operation order.
03	Yes/No	Fratricide did not occur.
04	Yes/No	The convoy escort oriented its operations on the movement of the protected convoy.
05	Yes/No	Collateral damage was minimized to protect and respect noncombatants and their property, consistent with the mission, law of land warfare, and rules of engagement.
06	Yes/No	Convoy screening elements provided early and accurate warning of enemy forces located along the route used by the convoy or moving toward the convoy's route.
07	Time	To conduct coordination with escorted unit and conduct troop leading procedures.
08	Time	To obtain route information.
09	Time	To designate reconnaissance, screen, escort, and reaction force elements, and move these elements into position.
10	Time	To conduct convoy security operation.
11	Time	For reaction force elements to respond.
12	Percent	Of convoy element casualties.
13	Percent	Of convoy escort casualties.
14	Percent	Of convoys provided convoy escorts.
15	Percent	Of available combat power in area used to provide convoy escorts including reaction forces.
16	Percent	Of decreased support capability of sustainment units due to the requirement to provide convoy escort forces from internal assets.
17	Percent	Of increased supply amounts transported along a line of communications or main supply route due to the presence of convoy escorts.
18	Number	And types of forces used to provide convoy escorts.
19	Number	And types of enemy forces operating in the echelon sustainment area.
20	Number	Of convoy escort casualties during the operation.
21	Number	Of obstacles encountered, bypassed, and breached during the conduct of convoy security operations.

No.	Scale	Measure
22	Number	And types of enemy forces destroyed during the conduct of convoy security operations.
23	Kilometers	Length of the route traveled by the escorted convoy.

ART 6.4.6.2 CONDUCT ROUTE SECURITY OPERATIONS

6-42. Route (including highway, pipeline, rail, and water) security operations protect lines of communications and friendly forces moving along them. Units conduct route security missions to prevent enemy ground forces from moving into direct fire range of the protected route. Route security operations are defensive in nature and terrain oriented. (ADRP 3-37) (USAMSCOE)

No.	Scale	Measure
01	Yes/No	Route security elements provided early and accurate warning of enemy forces located along the route or moving toward the secured route.
02	Yes/No	Route security was established not later than the time indicated in the operation order.
03	Yes/No	Fratricide did not occur.
04	Yes/No	The route security force oriented its operations on the secured route.
05	Yes/No	Collateral damage was minimized to protect and respect noncombatants and their property, consistent with the mission, law of land warfare, and rules of engagement.
06	Time	To plan route security operations.
07	Time	To prepare to conduct route security operations.
08	Time	To designate reconnaissance, screen, escort, and reaction force elements, and move these elements into position.
09	Time	That security force route provides route security.
10	Time	For reaction force elements to respond to incidents along the route.
11	Time	That the protected route was unavailable for use by friendly forces because of enemy activities.
12	Percent	Of enemy attacks that succeeded in closing the protected route.
13	Percent	Of casualties incurred by elements using the protected route.
14	Percent	Of security force casualties.
15	Percent	Of lines of communications or main supply routes in the area of operations secured.
16	Percent	Of available combat power used to provide route security including reaction forces.
17	Percent	Of increased amount of supplies successfully transported along a line of communications or main supply route due to route security.
18	Number	And types of forces used to provide route security.
19	Number	And types of enemy forces operating near the secured route.
20	Number	Of route security force casualties during the operation.
21	Number	Of obstacles encountered, bypassed, and breached during the conduct of route security operations.
22	Number	Of attacks that succeeded in closing the protected route.
23	Number	And types of enemy forces destroyed during route security operations.
24	Kilometers	Distance of the route secured.

ART 6.4.6.3 CONDUCT IMPROVISED EXPLOSIVE DEVICES DEFEAT OPERATIONS

6-43. Units conduct improvised explosive device (IED) defeat operations to defeat asymmetric attacks against United States forces. (ATP 3-90.37) (USAMSCOE)

No.	Scale	Measure
01	Yes/No	Unit planned for possible IED threats in a counterinsurgency environment.
02	Yes/No	Unit prepared for IED defeat using the tenets of IED defeat (predict, detect, prevent, neutralize, and mitigate).
03	Yes/No	Element prepared for a suspected vehicle borne, suicide vehicle borne, and person borne IED attack against static positions.
04	Yes/No	Element reacted to a possible IED—vehicle borne, suicide vehicle borne, or person borne—by using confirm, clear, cordon, check, and control (known as the 5Cs).

ART 6.4.6.4 Plan Proactive Actions Against Improvised Explosive Device

6-44. Planning elements are proactive actions taken by friendly forces to predict, detect, prevent, avoid, neutralize, and protect against improvised explosive device events. The process and the products of mission analysis help the commander and staffs develop and refine their situational understanding and develop effective plans. By thoroughly understanding the mission variables, the commander and staff are better equipped to develop effective plans to accomplish the mission. (ATP 3-90.37) (USAMSCOE)

No.	Scale	Measure
01	Yes/No	Unit predicted actions and circumstances that could affect the ability of the force to maintain movement and maneuver.
02	Yes/No	Unit prevented potential impediments to movement and maneuver from affecting the mobility of the force by acting early.
03	Yes/No	Unit detected early indicators of impediments to battlefield mobility and identified solutions by using information collection assets.
04	Yes/No	Unit avoided detected impediments to movement and maneuver if prevention failed.
05	Yes/No	Unit neutralized, reduced, or overcame impediments to movement and maneuver that could not be prevented or avoided.
06	Yes/No	Unit protected against enemy countermobility efforts.

ART 6.4.6.5 Provide Counter Radio-Controlled Improvised Explosive Device Electronic Warfare Support

6-45. Management of the electromagnetic spectrum is essential throughout all military operations. The United States military will comply with United States and host-nation regulations and obtain applicable authorizations before operating any spectrum dependent systems (see DODI 4650.01). (ATP 4-32) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit developed plan for intelligence support to counter radio-controlled improvised explosive device electronic warfare (CREW) support operations.
02	Yes/No	Unit disseminated CREW reprogramming information.
03	Yes/No	Unit had assets available to satisfy CREW support requirements.
04	Yes/No	Unit identified intelligence support requirements for CREW support.
05	Yes/No	Unit had procedures in place to request intelligence support to satisfy CREW support requirements.
06	Yes/No	Unit had procedures in place for rapid CREW reprogramming.

ART 6.4.6.6 React to Improvised Explosive Device

6-46. Before departing on the dismounted patrol, team leaders remind the Soldiers what actions they should take if they find suspect explosive ordnance, improvised explosive devices (IEDs), and homemade explosives. Battle drills and rehearsals ensure that all personnel on the patrol know what to do when they encounter a threat. (ATP 4-32) (CASCOM)

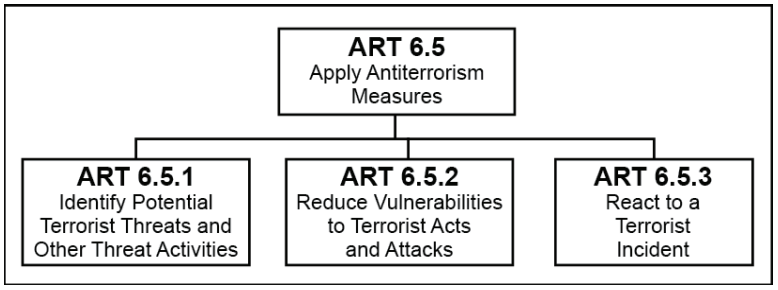
No.	Scale	Measure
01	Yes/No	Unit reaction to IED allowed the unit to complete its mission.
02	Yes/No	Unit retained its cohesion.
03	Yes/No	Unit immediately cleared the area around a secondary IED.
04	Time	To establish a safe area.
05	Time	To request explosive ordnance disposal assistance for suspect IED.
06	Percent	Of Soldiers performing immediate reaction drill correctly.
07	Number	Of additional IEDs found during 5/25/200 meter checks at the halt.

ART 6.4.7 CONDUCT SUPPORT AREA OPERATIONS

6-47. Support area operations are conducted to prevent or minimize interference with mission command and support operations; provide unimpeded movement of friendly forces, protection, and area damage control. Support area operations find, fix, and destroy enemy forces or defeat threats. Key functions performed in the support area include terrain management, movement, protection (security and defense), and sustainment. (FM 3-81) (USAMSCOE)

No.	Scale	Measure
01	Yes/No	Unit conducted terrain management.
02	Yes/No	Unit integrated information collection
03	Yes/No	Unit conducted movement control.
04	Yes/No	Unit conducted operational area security.
05	Yes/No	Unit conducted response force operations.
06	Yes/No	Unit conducted base security and defense.
07	Yes/No	Unit performed area damage control.
08	Yes/No	Unit conducted airspace control.
09	Yes/No	Unit performed fire support coordination.

SECTION V – ART 6.5: APPLY ANTITERRORISM MEASURES



6-48. Antiterrorism consists of defensive measures used to reduce the vulnerability of individuals and property to terrorist acts, to include limited response and containment by local military and civilian forces. It is an element of protection. Antiterrorism is a consideration for all forces during all military operations. (ATP 3-37.2) (USAMSCOE)

Note: This task branch only addresses antiterrorism operations. ART 7.6.4.4 (Conduct Counterterrorism Operations) addresses counterterrorism measures.

No.	Scale	Measure
01	Yes/No	Unit or installation continued its mission while taking actions to combat terrorism in the area of operations (AO).
02	Yes/No	Threat and vulnerability assessments for unit and installation were completed.
03	Yes/No	Unit completed antiterrorism awareness training.
04	Yes/No	Incident response plans included managing the force protection condition system.
05	Yes/No	Unit or installation received useable antiterrorism intelligence and information from host-nation agencies.
06	Yes/No	Local population supported unit or installation presence in the AO.
07	Yes/No	Effective response or reaction forces existed in the event of an attempted or successful terrorist penetration of unit or installation perimeter.
08	Yes/No	Unit or installation measures designed to combat terrorism—such as operations security—were not deliberately or accidentally disclosed to terrorist organizations.
09	Time	To refine installation or unit security plans and standard operating procedures.
10	Time	For internal or external reaction and response forces to reach individual, installation, or facility under attack.
11	Time	To identify critical facilities, key terrain, and significant sites (cultural, historical, or natural) and prioritize protection.
12	Time	To identify mission essential activities vulnerable to terrorist acts and inspect to determine if safeguards were adequate.
13	Percent	Of terrorist attacks that degraded, delayed, or modified friendly force operations.
14	Percent	Of units that had active counterterrorism protocols.
15	Percent	Of successful terrorist attacks.
16	Percent	Of friendly force and noncombatant casualties due to terrorist actions.
17	Percent	Of information systems in the AO hardened against unauthorized access.
18	Percent	Of information systems in the AO with multiple pathways over which to transmit data.
19	Percent	Of critical installations and facilities hardened or protected against terrorist acts.
20	Percent	Of reduced unit mission capabilities or installation support capabilities due to security measures designed to combat terrorism in the AO.
21	Percent	Of reduced line of communications or main supply routes through capabilities due to security measures designed to combat terrorism in the AO.
22	Number	And types of terrorists groups operating in unit AO or in the vicinity of friendly installations.
23	Number	Of counterterrorism activities unit supported in the AO.
24	Number	Of terrorist attacks attempted in unit AO.
25	Number	Of successful terrorist attacks.
26	Number	Of friendly force actions to disrupt enemy terrorist activities.
27	Number	Of friendly force and noncombatant casualties due to terrorist actions.
28	Cost	To implement protective measures against terrorism in the AO.

ART 6.5.1 IDENTIFY POTENTIAL TERRORIST THREATS AND OTHER THREAT ACTIVITIES

6-49. Units enhance freedom of action by identifying and reducing friendly vulnerability to terrorist threats, acts, influence, or surprise. This ART includes measures to protect from surprise, observation, detection, interference, espionage, terrorism, and sabotage. (ATP 3-37.2) (USAMSCOE)

No.	Scale	Measure
01	Percent	Of lines of communications secured.
02	Percent	Of total troops used to secure critical facilities and lines of communications.

No.	Scale	Measure
03	Number	Of incidents by enemy troops or partisans affecting security of force and means in the area of operations.
04	Number	Of security plans not including smoke and obscuration.
05	Number	Of terrorist personnel nominated to the appropriate watchlist.
06	Hours	To coordinate for additional assets for the area of operations.

ART 6.5.2 REDUCE VULNERABILITIES TO TERRORIST ACTS AND ATTACKS

6-50. Units reduce personnel vulnerability to terrorism by understanding the nature of terrorism, knowing current threats, identifying vulnerabilities to terrorist acts, and implementing protective measures against terrorist acts and attacks. (ATP 3-37.2) (USAMSCOE)

No.	Scale	Measure
01	Yes/No	Actions deterred hostile actions against Soldiers, Department of the Army Civilians, family members, facilities, information, and equipment; when deterrence failed, actions mitigated the consequences of terrorist attacks against these potential targets.
02	Yes/No	Commander applied judgment to every situation and combined it with available technologies to manage risk.
03	Yes/No	Commander retained freedom of action by reducing friendly force vulnerability to terrorist actions.
04	Yes/No	Unit or installation antiterrorism program included planned and integrated antiterrorism measures, counterterrorism, physical security, operations security, and individual protective measures supported by counterintelligence and other security programs.
05	Yes/No	Force protection planning was a continuous process.
06	Yes/No	Force protection assets focused on protecting the most critical assets.
07	Time	To understand how potential terrorists operate.
08	Time	To prioritize unit force protection efforts based upon criticality and vulnerability assessments.
09	Time	In advance that a force was warned of attack.
10	Percent	Of unit force protection activities integrated with those of other Services and nations.
11	Percent	Of reduced enemy targeting effectiveness due to the implementation of force protection measures.
12	Number	Of friendly and noncombatant casualties due to terrorist attack.
13	Cost	Of measures to protect the unit or installation from terrorist attack.

ART 6.5.3 REACT TO A TERRORIST INCIDENT

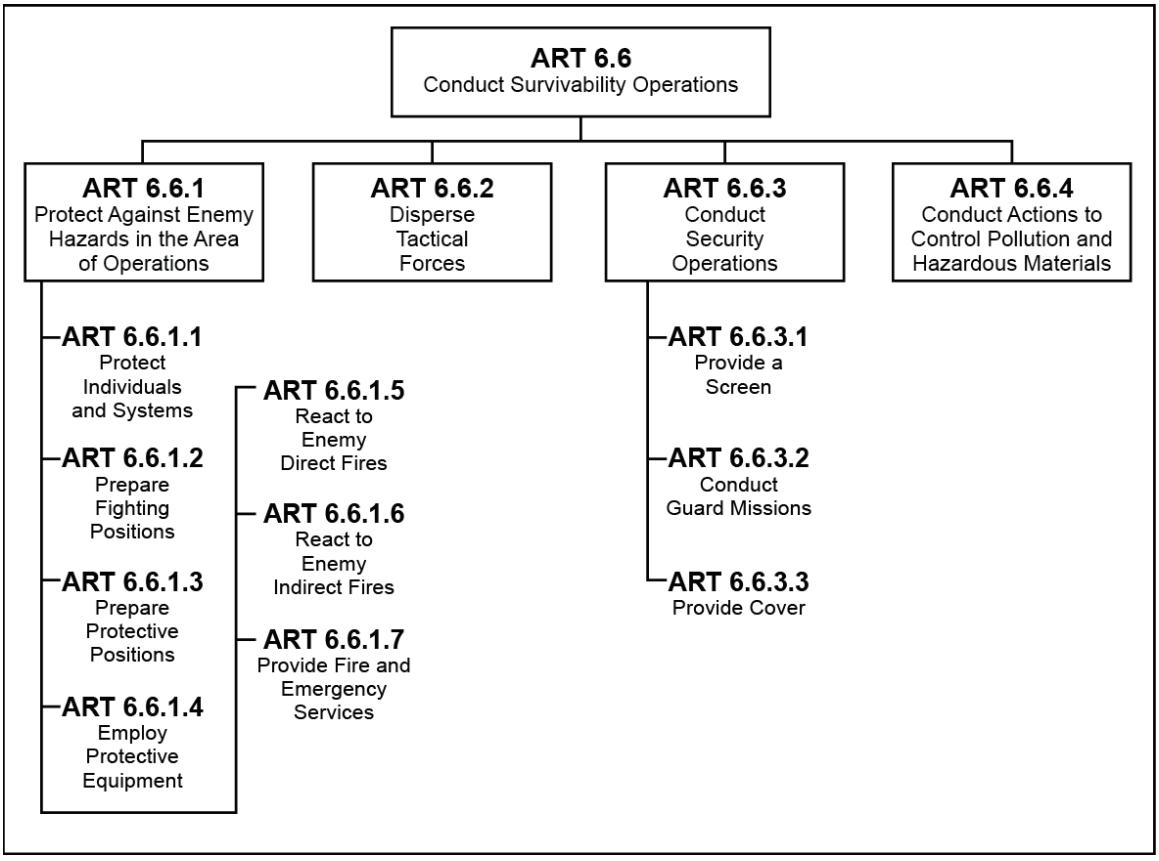
6-51. Units implement measures to treat casualties, minimize property damage, restore operations, and expedite the criminal investigation and collection of lessons learned from a terrorist incident. (ATP 3-37.2) (USAMSCOE)

Note: ART 6.13.2 (Conduct Criminal Investigations) addresses the conduct of crime analysis.

No.	Scale	Measure
01	Yes/No	Response to terrorist incident did not prevent unit or installation from accomplishing the missions.
02	Time	To conduct reconnaissance, site exploitation, and gathering of material to support criminal investigations as a result of the terrorist incident that occurred.
03	Time	To establish or restore security around site where terrorist incident occurred.

No.	Scale	Measure
04	Time	To conduct area damage control activities, such as fire fighting, power restoration and production, rubble clearance, removal of downed trees, and repair of critical damaged facilities and installations.
05	Time	To report the occurrence of terrorist incident to appropriate headquarters and agencies.
06	Time	For response forces or teams to arrive at site of terrorist incident.
07	Time	To search for, collect, identify, and treat injured survivors of terrorist incident.
08	Time	To search for, collect, identify, and process the remains of individuals killed in terrorist incident.
09	Time	To restore damaged facilities to desired level of functionality.
10	Percent	Of decreased attacked facilities capabilities to perform designed function.
11	Percent	Of response forces or teams arriving at terrorist incident site within desired response times.
12	Number	Of friendly force and noncombatant casualties due to terrorist incident.
13	Cost	To provide forces and supplies to provide local security, humanitarian aid, and comfort; conduct area damage control; and restore damaged facility in response to a given terrorist incident.

SECTION VI – ART 6.6: CONDUCT SURVIVABILITY OPERATIONS



6-52. ART 6.6 is a concept that includes all aspects of protecting personnel, weapons, and supplies while simultaneously deceiving the enemy. Survivability tactics include building a good defense; employing frequent movement; using concealment, deception, and camouflage; and constructing fighting and protective positions for both individuals and equipment. Included are those assessments and surveys

completed as a part of focused engineer reconnaissance support that includes infrastructure reconnaissance. (See FM 3-34.170.) Survivability operations are the development and construction of protective positions, such as earth berms, dug-in positions, overhead protection, and countersurveillance means, to reduce the effectiveness of enemy weapon systems. (ATP 3-37.34) (USAES)

Note: This task branch is supported by ART 2.2.3 (Provide Intelligence Support to Protection).

No.	*Scale*	*Measure*
01	Yes/No	Unit could continue to conduct operations.
02	Yes/No	Unit losses from hazards were at acceptable levels.
03	Yes/No	Unit could determine when contaminated area was at a level with acceptable risk.
04	Yes/No	Unit performed risk assessment of all areas in the area of operations (AO) that underwent chemical, biological, radiological, and nuclear (CBRN) weapons attack.
05	Yes/No	Unit determined responsibility to protect civilian measures during operational planning and execution.
06	Time	Required to conduct an area reconnaissance.
07	Time	To determine that unit had been attacked by CBRN weapons.
08	Time	To predict downwind hazard from the use of CBRN weapons.
09	Time	To disseminate hazard information to all units in the AO and appropriate headquarters and agencies outside the AO.
10	Time	To harden unit equipment, facilities, and positions.
11	Time	To acquire equipment and supplies necessary to harden a unit or installation.
12	Percent	Of United States military and civilian casualties.
13	Percent	Of increased time it took the unit to conduct its operations due to the need to protect against identified hazards.
14	Percent	Of unit that had completed risk management and safety training.
15	Percent	Of friendly casualties due to failure to report the existence of hazards.
16	Percent	Of on-hand, mission-capable equipment necessary to protect the unit against hazards.
17	Percent	Of on-hand supplies necessary to protect the unit against hazards.
18	Percent	Of planned fighting positions completed.
19	Percent	Of planned protective positions completed.
20	Number	Of planned fighting positions completed.
21	Number	Of planned protective positions completed.
22	Number	And types of on-hand equipment necessary to protect the unit against hazards.
23	Number	And types of friendly equipment destroyed or damaged by enemy action.
24	Number	Of incidents of damage to units and facilities in the AO that impacted the commander's concept of operations.
25	Number	Of United States military and civilian casualties due to enemy hazards.

ART 6.6.1 PROTECT AGAINST ENEMY HAZARDS IN THE AREA OF OPERATIONS

6-53. Units protect the friendly force in an area of operations (AO) by reducing or avoiding the effects of enemy weapon systems. (FM 3-34) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Unit could continue to conduct operations.
02	Yes/No	Unit losses from hazards were at acceptable levels.
03	Time	To conduct an area reconnaissance to identify hazards.

No.	Scale	Measure
04	Time	To disseminate hazard data to all elements operating in the AO.
05	Time	To analyze the impact of identified hazards.
06	Time	To obtain necessary equipment and supplies to protect against hazards.
07	Time	To protect the unit and its facilities, equipment, and supplies against hazards.
08	Percent	Of increased time it took the unit to conduct its operations because of the need to protect against identified hazards.
09	Percent	Of unit that had completed risk management and safety training.
10	Percent	Of friendly casualties due to failure to report existence of hazards.
11	Percent	Of on-hand, mission-capable equipment that was necessary to protect the unit against hazards.
12	Percent	Of United States military and civilian casualties.
13	Percent	Of on-hand supplies (chemoprophylaxis, pretreatments, and barrier creams) necessary to protect the unit against hazards.
14	Percent	Of planned protective positions completed.
15	Number	Of planned protective positions completed.
16	Number	And types of on-hand equipment necessary to protect against hazards.
17	Number	And types of friendly equipment destroyed or damaged by enemy action.
18	Number	Of incidents of damage to units and facilities in the AO that impacted the concept of operations.
19	Number	Of United States military and civilian casualties due to enemy hazards.

ART 6.6.1.1 Protect Individuals and Systems

6-54. Units use protective positions (natural or artificial), measures, or equipment—such as armor, detection equipment, mission-oriented protective posture (MOPP) gear, and collective protective equipment—to reduce effects of enemy weapon systems. ART 6.6.1.1 includes construction of fighting and survivability positions, conduct of chemical, biological, radiological, and nuclear defense, and response to enemy fires. (ADRP 3-37) (USAMSCOE)

No.	Scale	Measure
01	Yes/No	Unit losses from effects of enemy weapon systems did not keep the unit from accomplishing its mission.
02	Yes/No	Unit losses from enemy weapons systems effects were at acceptable levels.
03	Yes/No	Unit used the terrain to protect itself from effects of enemy weapons.
04	Time	To conduct an area reconnaissance to identify areas where risk of enemy attack existed.
05	Time	To analyze the impact of identified hazards in the area of operations (AO).
06	Time	To revise the plan based on results of the area reconnaissance and environmental considerations.
07	Time	To disseminate area reconnaissance data and revised execution instructions to all elements operating in the AO.
08	Time	To establish the necessary degree of local security for construction efforts.
09	Time	To obtain the equipment and supplies necessary to protect the unit from the effects of enemy weapon systems.
10	Time	To protect the unit, its facilities, equipment, and supplies from the effects of enemy weapons systems.
11	Percent	Of United States military and civilian casualties due to enemy hazards.
12	Percent	Of increased time it took the unit to conduct operations because of the need to protect itself from the effects of identified enemy weapons systems.
13	Percent	Of unit personnel trained to use available detection and protection equipment.

No.	Scale	Measure
14	Percent	Of friendly casualties due to failure to use existing protective equipment and structures.
15	Percent	Of on-hand, mission-capable equipment, such as MOPP gear, necessary to protect the unit from the effects of enemy weapon systems.
16	Percent	Of on-hand supplies necessary to protect the unit from effects of enemy weapon systems.
17	Percent	Of unit personnel who became casualties due to the faulty use of terrain to protect themselves from effects of enemy weapon systems.
18	Percent	Of unit personnel who became casualties of effects of enemy weapon systems due to the faulty use of detection equipment.
19	Percent	Of planned protective positions completed.
20	Number	Of planned protective positions completed.
21	Number	And types of on-hand equipment necessary to protect the unit against the effects of enemy weapon systems.
22	Number	And types of friendly equipment destroyed or damaged by enemy action.
23	Number	Of incidents of damage to units and facilities in the AO that impacted the conduct of operations.
24	Number	Of United States military and civilian casualties from effects of enemy weapons.

ART 6.6.1.2 Prepare Fighting Positions

6-55. Units prepare primary, alternate, and supplementary fighting positions that provide cover, concealment, and protection from the effects of enemy fires for occupants and systems, and allow for fields of fire and maneuver space for combat systems and units engaging the enemy. (ATP 3-37.34) (USAES)

No.	Scale	Measure
01	Yes/No	Unit could accomplish its mission using its fighting positions.
02	Time	To conduct an area reconnaissance including environmental considerations.
03	Time	To design primary, alternate, and supplementary fighting positions, and decide correct placement to maximize terrain effectiveness.
04	Time	To establish the degree of local security necessary for the construction effort.
05	Time	To obtain the equipment and supplies necessary to construct fighting positions.
06	Time	To construct primary, alternate, and supplementary fighting positions with engineer support.
07	Time	To construct primary, alternate, and supplementary fighting positions without engineer support.
08	Percent	Of on-hand equipment and supplies needed to construct fighting positions.
09	Percent	Of personnel trained to properly construct fighting positions.
10	Percent	Of planned fighting positions completed.
11	Percent	Of completed fighting positions constructed to standard.
12	Percent	Of friendly casualties due to improperly constructed or sited fighting positions.
13	Percent	Of planned fighting positions completed.
14	Number	And types of fighting positions completed.
15	Number	Of friendly casualties due to improperly constructed or sited fighting positions.

ART 6.6.1.2.1 Construct Vehicle Fighting Positions

6-56. Units construct fighting positions that provide cover, concealment, and protection from direct and indirect fires for combat vehicles, yet allow direct or indirect engagement of enemy forces. (ATP 3-37.34) (USAES)

Note: ART 6.6.1.3.2 (Construct Vehicle, Aircraft, Information Systems, Equipment, and Material Protective Positions) addresses vehicles that do not provide or conduct direct fire.

No.	*Scale*	*Measure*
01	Yes/No	Unit could accomplish its mission using its vehicle fighting positions.
02	Time	To conduct area reconnaissance including environmental considerations.
03	Time	To design primary, alternate, and supplementary vehicle fighting positions, and decide correct placement to maximize terrain effectiveness.
04	Time	To establish the local security necessary for the construction effort.
05	Time	To obtain the equipment and supplies necessary to construct vehicle fighting positions.
06	Time	To construct primary, alternate, and supplementary vehicle fighting positions with engineer support.
07	Time	To construct primary, alternate, and supplementary vehicle fighting positions without engineer support.
08	Percent	Of on-hand equipment and supplies necessary to construct vehicle fighting positions.
09	Percent	Of personnel trained to properly construct vehicle fighting positions.
10	Percent	Of planned vehicle fighting positions completed.
11	Percent	Of completed vehicle fighting positions constructed to standard.
12	Percent	Of friendly casualties due to improperly constructed or sited vehicle fighting positions.
13	Number	Of planning vehicle fighting positions completed.
14	Number	Of friendly casualties due to improperly constructed or sited vehicle fighting positions.

ART 6.6.1.2.2 Construct Crew-Served Weapon Fighting Positions

6-57. Units construct fighting positions and bunkers for crew-served weapons remaining in defensive positions for extended times. Fighting positions provide cover and concealment from direct and indirect fires while allowing coverage of primary and secondary sectors of fire. (ATP 3-37.34) (USAES)

No.	*Scale*	*Measure*
01	Yes/No	Unit could accomplish its mission using crew-served weapon fighting positions.
02	Time	To conduct area reconnaissance including environmental considerations.
03	Time	To design primary, alternate, and supplementary crew-served weapon fighting positions, and decide the correct placement to maximize terrain effectiveness.
04	Time	To establish the degree of local security necessary for the construction effort.
05	Time	To obtain the necessary equipment and supplies to construct fighting positions.
06	Time	To construct primary, alternate, and supplementary crew-served weapon fighting positions with engineer support.
07	Time	To construct primary, alternate, and supplementary crew-served weapon fighting positions without engineer support.
08	Percent	Of on-hand equipment and supplies needed to construct crew-served weapon fighting positions.
09	Percent	Of personnel trained to properly construct crew-served weapon fighting positions.
10	Percent	Of planned crew-served weapon fighting positions completed.
11	Percent	Of completed crew-served weapon fighting positions constructed to standard.
12	Percent	Of friendly casualties due to improperly constructed or sited crew-served weapon fighting positions.
13	Number	And types of planned crew-served weapon fighting positions completed.
14	Number	Of friendly casualties due to improperly constructed or sited crew-served weapon fighting positions.

ART 6.6.1.2.3 Construct Individual Fighting Positions

6-58. Units construct individual fighting positions that provide cover and concealment from observation and direct and indirect fires. Properly sited individual fighting positions allow Soldiers to engage the enemies with their assigned weapons while providing observation and fields of fire that overlap those of other positions. (TC 3-21.75) (USAMCOE)

No.	*Scale*	*Measure*
01	Yes/No	Unit could accomplish its mission using individual fighting positions.
02	Time	To conduct an area reconnaissance including environmental considerations.
03	Time	To design primary, alternate, and supplementary individual fighting positions, and decide correct placement to maximize terrain effectiveness.
04	Time	To establish the degree of local security for the construction effort.
05	Time	To obtain the equipment and supplies to construct fighting positions.
06	Time	To construct primary, alternate, and supplementary individual fighting positions with engineer support.
07	Time	To construct primary, alternate, and supplementary individual fighting positions without engineer support.
08	Percent	Of on-hand equipment and supplies available to construct individual fighting positions.
09	Percent	Of personnel trained to properly construct individual fighting positions.
10	Percent	Of planned individual fighting positions completed.
11	Percent	Of completed individual fighting positions constructed to standard.
12	Percent	Of completed individual fighting positions that can support unit defensive positions, such as vehicle fighting positions and crew-served weapon fighting positions.
13	Percent	Of friendly casualties due to improperly constructed or sited individual fighting positions.
14	Number	Of planned individual fighting positions completed.
15	Number	Of friendly casualties due to improperly constructed or sited individual fighting positions.

ART 6.6.1.3 Prepare Protective Positions

6-59. Units provide cover and concealment for personnel, systems, equipment, supplies, and other materiel not directly involved in fighting. This includes medical patients. These positions reduce risks associated with all forms of enemy contact, such as direct and indirect fires, enemy observations, and employment of chemical, biological, radiological, and nuclear weapons. (ATP 3-37.34) (USAES)

No.	*Scale*	*Measure*
01	Yes/No	The use of protective positions preserved the unit's personnel, equipment, and supplies for future missions.
02	Time	To conduct an area reconnaissance including environmental considerations.
03	Time	To design protective positions for personnel, systems, equipment, supplies, and other materiel not directly involved in fighting, and to decide correct placement to maximize terrain effectiveness.
04	Time	To establish the degree of local security for the construction effort.
05	Time	To obtain the equipment and supplies to construct protective positions.
06	Time	To construct protective positions with engineer support.
07	Time	To construct protective positions without engineer support.
08	Percent	Of on-hand equipment and supplies to construct protective positions.
09	Percent	Of personnel trained to properly construct protective positions.
10	Percent	Of planned protective positions completed.
11	Percent	Of completed protective positions constructed to standard.

No.	Scale	Measure
12	Percent	Of unit facilities not hardened.
13	Percent	Of friendly casualties due to improperly constructed or sited protective positions.
14	Percent	Of personnel casualties or equipment and supplies lost due to the nonavailability of protective positions.
15	Number	And types of planned protective positions completed.
16	Number	Of friendly casualties due to improperly constructed or sited protective positions.
17	Number	Of personnel casualties or equipment and supplies lost due to the nonavailability of protective positions.

ART 6.6.1.3.1 Construct Protective Earth Walls, Berms, and Revetments

6-60. Units provide cover, concealment, and protection against direct and indirect fires without restricting the operational capability of systems. (ATP 3-37.34) (USAES)

No.	Scale	Measure
01	Yes/No	The use of protective earth walls, berms, and revetments preserved unit personnel, equipment, and supplies for future missions.
02	Time	To conduct an area reconnaissance including environmental considerations.
03	Time	To design protective earth walls, berms, and revetments for personnel, systems, equipment, supplies, and other materiel not directly involved in fighting, and to decide correct placement to maximize terrain effectiveness.
04	Time	To obtain the equipment and supplies to construct protective earth walls, berms, and revetments.
05	Time	To establish degree of local security for the construction effort.
06	Time	To construct protective earth walls, berms, and revetments with engineer support.
07	Time	To construct protective earth walls, berms, and revetments without engineer support.
08	Percent	Of on-hand equipment and supplies to construct protective earth walls, berms, and revetments.
09	Percent	Of personnel trained to construct protective earth walls, berms, and revetments.
10	Percent	Of planned protective earth walls, berms, and revetments completed.
11	Percent	Of completed protective earth walls, berms, and revetments constructed to standard.
12	Percent	Of unit facilities not hardened.
13	Percent	Of friendly casualties due to improperly constructed or sited protective earth walls, berms, and revetments.
14	Percent	Of personnel casualties or equipment and supplies lost to enemy attack due to the nonavailability of protective earth walls, berms, and revetments.
15	Number	Of planned protective earth walls, berms, and revetments completed.
16	Number	Of friendly casualties due to improperly constructed or sited protective earth walls, berms, and revetments.
17	Number	Of friendly casualties or equipment and supplies lost due to the nonavailability of protective earth walls, berms, and revetments.

ART 6.6.1.3.2 Construct Vehicle, Aircraft, Information Systems, Equipment, and Material Protective Positions

6-61. Units provide cover and concealment for vehicles, aircraft, information systems nodes, equipment, supplies, and other materials that do not provide or conduct direct fire. (ATP 3-37.34) (USAES)

No.	Scale	Measure
01	Yes/No	The use of vehicle, information systems, equipment, and materials protective positions preserved unit personnel, equipment, and supplies for future missions.
02	Time	To conduct an area reconnaissance that included environmental considerations.
03	Time	To design protective positions for vehicles, information systems, equipment, and materiel not directly involved in fighting, and decide correct placement to maximize terrain effectiveness.
04	Time	To establish the degree of local security for the construction effort.
05	Time	To obtain the equipment and supplies to construct vehicle, information systems, equipment, and materials protective positions.
06	Time	To construct vehicle, information systems, equipment, and materials protective positions with engineer support.
07	Percent	Of on-hand equipment and supplies available to construct vehicle, information systems, equipment, and materials protective positions.
08	Percent	Of personnel trained to construct vehicle, information systems, equipment, and materials protective positions.
09	Percent	Of planned vehicle, information systems, equipment, and materials protective positions completed.
10	Percent	Of completed vehicle, information systems, equipment, and materials protective positions constructed to standard.
11	Percent	Of unit vehicles, information systems, equipment, and materials supplies not protected by protective positions.
12	Percent	Of friendly casualties due to improperly constructed or sited vehicle, information systems, equipment, or materials protective positions.
13	Percent	Of casualties or equipment and supplies lost due to the nonavailability of vehicle, information systems, equipment, or materials protective positions.
14	Number	Of planned vehicle, information systems, equipment, and materials protective positions completed.
15	Number	Of friendly casualties due to improperly constructed or sited vehicle, information systems, equipment, and materials protective positions.
16	Number	Of friendly casualties or equipment and supplies lost due to the nonavailability of vehicle, information systems, equipment, and materials protective positions.

ART 6.6.1.4 Employ Protective Equipment

6-62. Units employ individual and collective equipment to protect personnel, systems, and facilities against hazards caused by enemy action. Protective equipment includes individual and collective chemical, biological, radiological, and nuclear (CBRN) detection and protective systems. ART 6.6.1.4 includes using other items such as bullet-resistant glazing, hydraulically or manually operated vehicle crash barriers, personnel gates that limit the number of personnel passing through to one at a time, intrusion detection systems, security lighting, and security fences. (ATP 3-37.34) (USAES)

No.	Scale	Measure
01	Yes/No	Using protective equipment preserved unit personnel, equipment, and supplies for future missions.
02	Time	To conduct an area reconnaissance including environmental considerations.
03	Time	To plan or revise the plan for employing protective equipment to account for the existing factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations.
04	Time	To establish the degree of local security necessary for installing or constructing protective equipment.
05	Time	To employ protective equipment to harden individuals and facilities.

No.	Scale	Measure
06	Time	To assume the necessary mission-oriented protective posture level in response to enemy action, given previous mission-oriented protective posture level.
07	Time	To employ protective equipment to harden supply stocks with engineer support.
08	Time	To employ protective equipment to harden supply stocks without engineer support.
09	Time	To emplace warning signs marking the edges of areas contaminated by enemy action such as the use of CBRN weapons.
10	Time	To obtain the protective equipment and systems needed to complete the hardening process.
11	Percent	Of personnel, systems, and facilities hardened by protective equipment and systems.
12	Percent	Of personnel trained to use protective equipment.
13	Percent	Of necessary protective equipment and supplies on hand.
14	Percent	Of protective equipment employed to standard.
15	Percent	Of protective equipment system that was mission capable.
16	Percent	Of friendly casualties due to improperly used protective equipment.
17	Percent	Of casualties or equipment and supplies lost due to the nonavailability of protective equipment.
18	Number	Of mission capable protective equipment systems.
19	Number	Of friendly casualties due to improperly used protective equipment.
20	Number	Of personnel casualties or equipment and supplies lost due to the nonavailability of protective equipment.

ART 6.6.1.4.1 Install Bridge Protective Devices

6-63. Units provide protective systems for an existing floating bridge or river-crossing site. Units protect the bridge or site from waterborne demolition teams, floating mines, or floating debris. The three types of floating protective systems are antimine booms, impact booms, and antiswimmer nets. (TM 3-34.85) (USAES)

No.	Scale	Measure
01	Yes/No	The use of bridge protective equipment preserved the functionality of the bridge for current and future missions.
02	Time	To conduct an area reconnaissance of the river approaches to the bridge including environmental considerations.
03	Time	To plan or revise the plan to employ bridge protective equipment to account for the existing factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations.
04	Time	To establish the degree of local security for installation or construction of the bridge protective equipment.
05	Time	To employ bridge protective equipment.
06	Time	To widen the bridge or remove interior bridge bays to account for flood condition or heavy debris (for floating bridges).
07	Time	To obtain the bridge protective equipment and systems through the supply system or by local procurement.
08	Percent	Of personnel trained to use bridge protective equipment.
09	Percent	Of on-hand bridge protective equipment and supplies.
10	Percent	Of bridge protective equipment employed to standard.
11	Percent	Of mission-capable bridge protective equipment or systems.
12	Percent	Of bridges damaged due to improperly used bridge protective equipment.
13	Number	Of bridges protected by the proper protective device for the situation.
14	Number	Of mission-capable bridge protective equipment systems.

No.	Scale	Measure
15	Number	Of friendly casualties due to improperly used protective equipment.
16	Number	Of casualties due to accidents while installing bridge protective equipment.

ART 6.6.1.4.2 Install or Remove Protective Obstacles

6-64. Units provide friendly forces close-in protection with protective obstacles as part of their force protection plan. ART 6.6.1.4.2 includes employing temporary or permanent protective obstacles and removal or turnover of obstacles to relieving units. (FM 3-34.210) (USAES)

No.	Scale	Measure
01	Yes/No	The use of protective obstacles preserved unit personnel, equipment, and supplies for future missions.
02	Yes/No	The protective obstacles were properly turned over to the relieving unit. This includes transfer of intelligence; maneuver; fires; and mobility, countermobility, and survivability information such as local enemy, friendly, and civilian situations; direct and indirect fire control measures; minefield composition; marking; and layout.
03	Time	To conduct an area reconnaissance including environmental considerations.
04	Time	To plan or revise the plan to employ protective obstacles to account for existing factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations.
05	Time	To establish the degree of local security necessary for installation or construction of the protective obstacles.
06	Time	To install or remove protective obstacles to include proper marking with engineer support.
07	Time	To install or remove protective obstacles to include proper marking without engineer support.
08	Time	To turn over protective obstacles.
09	Time	To properly record and report protective obstacles.
10	Time	To obtain obstacle emplacing equipment and Class IV and Class V to install protective obstacles.
11	Percent	Of personnel, systems, unit positions, and facilities protected by protective obstacles.
12	Percent	Of personnel trained to install, maintain, and remove protective obstacles.
13	Percent	Of on-hand protective obstacle installation and removal equipment and Class IV and Class V.
14	Percent	Of protective obstacles installed and removed to standard.
15	Percent	Of protective obstacles properly turned over.
16	Percent	Of friendly casualties due to improperly installed, marked, and removed protective obstacles.
17	Number	Of mission-capable protective obstacle installation and removal systems.
18	Number	Of friendly casualties due to improperly installed, marked, and removed protective obstacles.

ART 6.6.1.5 React to Enemy Direct Fires

6-65. Units return fire at known or suspected enemy positions and take evasive action upon detecting enemy direct fires. (TC 3-21.75) (USAMCOE)

No.	Scale	Measure
01	Yes/No	Unit reaction to enemy direct fire allowed the unit to complete its mission.
02	Yes/No	Unit retained its cohesion.
03	Yes/No	Equipped units employ counter rocket, artillery, mortar and AN/Q 36/87 Fire Finder Radars to negate threat.

No.	Scale	Measure
04	Yes/No	Collateral damage was minimized to protect and respect noncombatants and their property, consistent with the mission, law of land warfare, and rules of engagement.
05	Time	That unit was delayed from accomplishing its mission due to enemy direct fire.
06	Time	That unit stayed within the enemy's engagement area before it could suppress the enemy's weapon systems, find cover from which to engage the enemy, or extract itself from the engagement area.
07	Percent	Of enemy casualties inflicted.
08	Percent	Of friendly casualties.
09	Number	Of friendly and noncombatant casualties.
10	Number	And types of friendly systems rendered nonmission capable by enemy direct fires.

ART 6.6.1.6 REACT TO ENEMY INDIRECT FIRES

6-66. Units seek protection under the overhead cover of fighting or protective positions or move rapidly out of the impact area in the direction the unit commander orders. If armored vehicles are available, personnel mount and vehicles move out of the impact area in the direction and designated distance ordered by the unit commander. (TC 3-21.75) (USAMCOE)

No.	Scale	Measure
01	Yes/No	Unit reaction to enemy indirect fires allowed the unit to complete its mission.
02	Yes/No	Unit retained its cohesion.
03	Yes/No	Collateral damage was minimized to protect and respect noncombatants and their property, consistent with the mission, law of land warfare, and rules of engagement.
04	Time	To report contact to the higher commander.
05	Time	For personnel to either close hatches on the combat vehicles in which they were riding, seek shelter in positions with suitable overhead cover, or seek shelter offered by the terrain immediately around them.
06	Time	For vehicles to move out of the impact area.
07	Time	For dismounted individuals caught without suitable shelter in the impact area to improve their chances of surviving by digging in using resources immediately available to them.
08	Time	To conduct counterbattery or countermortar fires.
09	Percent	Of Soldiers performing immediate action drill correctly.
10	Percent	Of enemy casualties due to friendly counterbattery or countermortar fires.
11	Percent	Of friendly casualties.
12	Number	Of friendly and noncombatant casualties.
13	Number	And types of friendly systems rendered nonmission capable by enemy indirect fires.

ART 6.6.1.7 PROVIDE FIRE AND EMERGENCY SERVICES

6-67. Units provide fire and emergency services (F&ES) in an area of operations (AO) including fire prevention and fire suppression of facilities, equipment, munitions and aviation fire-fighting and aircraft crash rescue services. Specific capabilities include provide fire prevention programs, inspections, tactical fire fighting, technical rescue and first aid capabilities. A fire protection program can protect logistic support sites, intermediate staging bases, forward operating bases, and major facilities. Facilities can include petroleum tank farms, petroleum distribution sites, open and closed warehouse facilities, general warehouses, detainee facilities, and civilian resettlement sites. ART 6.6.1.7 includes initial hazardous materials response, aviation fire fighting, extrication of personnel and equipment from crashed aircraft, rescuing sick or entrapped personnel from buildings, equipment, vehicles, water, ice, confined space, and high angles. This also includes fire-fighting protection against grass or brush fires within assigned area when augmented with combat or construction engineer Soldiers or units. (TM 3-34.30) (USAES)

No.	Scale	Measure
01	Yes/No	F&ES limited the damage caused by fires in the AO so that fires did not disrupt, cancel, or require modification of the unit's course of action.
02	Yes/No	F&ES provided first-responder level medical response and assistance to victims.
03	Yes/No	F&ES provided an initial response to hazardous materials incidents with environmental considerations.
04	Yes/No	F&ES used control of non fire-fighting assets when supporting brush fire-fighting operations.
05	Yes/No	Unit had and followed planning and procedures for environmental considerations.
06	Yes/No	F&ES limited the damage caused by aircraft fires and provided aircraft crash rescue services to protect the lives of aviation crewmembers.
07	Yes/No	Unit assisted in training host-nation fire-fighting assets.
08	Time	To develop a fire-fighting plan for the AO.
09	Time	To develop mutual aid agreements.
10	Time	To respond to reports of fires, medical emergencies, and hazardous materials incidents.
11	Time	To establish and maintain 24/7 fire department communications network.
12	Time	To reconnoiter water supply points.
13	Time	To provide water resupply to fire-fighting teams.
14	Time	To establish local security from external assets for fire-fighting operations.
15	Time	To provide additional manpower support to fire-fighting teams from supported units.
16	Time	To train personnel so they remained qualified to fight fires and respond to medical emergencies and hazardous materials incidents.
17	Time	To practice fire drills by units in the AO.
18	Time	To complete fire prevention measures, such as inspections and preventive maintenance checks and services on fire-fighting equipment.
19	Time	To procure necessary personal protective equipment, fire-fighting equipment, and fire trucks to protect the AO.
20	Time	To investigate fires.
21	Time	To implement aircraft crash rescue services and to respond to aircraft emergencies.
22	Percent	Of fire-fighting operations that were petroleum, oils, and lubricants fires.
23	Percent	Of high-value assets protected by fire-fighting teams.
24	Percent	Of difference between planned level of fire-fighting support and the required level.
25	Percent	Of qualified personnel assigned to fire-fighting teams in the AO.
26	Percent	Of fire-fighting support provided by the host nation.
27	Number	Of fire-fighting teams found in the AO.
28	Number	And types of mission capable fire trucks in the AO.
29	Number	Of crash or rescue operations conducted within a given time.
30	Number	Of normal flight and maintenance operations supported within a given time.
31	Number	Of medical evacuation operations supported within a given time.
32	Number	Of fire prevention inspections performed in a given time.
33	Number	Of emergency water supply points maintained.

ART 6.6.1.7.1 Provide General Firefighting

6-68. Units provide response to fires with the area of operations (AO). They provide crash rescue support to medical evacuation (MEDEVAC) and normal flight operations. Units provide initial response for hazardous materials (HAZMAT) and medical assistance. Units provide fire prevention measures, such as, inspections, fire drills, and training. (TM 3-34.30) (USAES)

No.	Scale	Measure
01	Yes/No	Unit provided crash-rescue support for MEDEVAC and normal flight or stand-by operations.
02	Yes/No	Fire-fighting team provided first-responder level medical response and assistance to victims.
03	Yes/No	Fire-fighting team provided an initial response to HAZMAT incidents with environmental considerations.
04	Time	To respond to reports of fires, medical emergencies, and HAZMAT incidents.
05	Time	To reconnoiter water-supply points.
06	Time	To provide water resupply to fire-fighting teams.
07	Time	To provide additional manpower support to fire-fighting teams from supported units.
08	Time	To practice fire drills with other units in the AO.
09	Time	To complete fire prevention measures, such as inspections and preventive maintenance checks and services on fire-fighting equipment.
10	Time	To investigate fires.
11	Number	Of emergency water-supply points maintained.

ART 6.6.1.7.2 Provide Technical Rescue Services

6-69. Units provide technical rescue support and extrication of personnel and equipment from crashed aircraft. Units rescue sick or entrapped personnel from buildings, equipment, vehicles, water, ice, confined space, and high angles. Units provide emergency lifesaving care for victims of accident or sudden illness. (TM 3-34.30) (USAES)

No.	Scale	Measure
01	Yes/No	Unit provided initial first aid.
02	Yes/No	Unit provided initial response to hazardous materials.
03	Yes/No	Unit rescued entrapped, sick, and injured personnel from buildings.
04	Yes/No	Unit rescued entrapped, sick, and injured personnel from equipment.
05	Yes/No	Unit rescued entrapped, sick, and injured personnel from vehicles.
06	Yes/No	Unit rescued entrapped, sick, and injured personnel from water.
07	Yes/No	Unit rescued entrapped, sick, and injured personnel from confined space.
08	Yes/No	Unit rescued entrapped, sick, and injured personnel from high angles.

ART 6.6.2 DISPERSE TACTICAL FORCES

6-70. Units relocate forces and spread or separate troops, materiel, or activities following concentration and maneuver to enhance survivability. The lethality of modern weaponry significantly increases the threat to concentrated formations. Attacking commanders manipulate their own and the enemy's concentration of forces by a combination of dispersion, concentration, deception, and attack. Dispersion stretches the enemy's defenses and denies lucrative targets to enemy long-range fires. (ADRP 3-90) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit accomplished mission while it tactically dispersed.
02	Time	To refine operation plan or order to reflect risk management assessment.
03	Time	To relocate friendly forces to minimize risks from battlefield hazards.
04	Percent	Of friendly casualties due to failure to disperse.
05	Percent	Of friendly casualties due to an enemy inability to mass combat power because assets were too dispersed.

ART 6.6.3 CONDUCT SECURITY OPERATIONS

6-71. Security operations are those operations undertaken by a commander to provide early and accurate warning of enemy operations, to provide the force being protected with time and maneuver space within which to react to the enemy, and to develop the situation to allow the commander to effectively use the protected force. Commanders continually conduct some form of security operations. (ADRP 3-90) (USACAC)

Note: The information obtained on the enemy in conducting this task also pertains to ART 2.0 (The Intelligence Warfighting Function).

No.	*Scale*	*Measure*
01	Yes/No	The operations of the security force provided the protected force or installation with sufficient reaction time and maneuver space to conduct defensive operations.
02	Yes/No	Security force was in place not later than time specified in operation order.
03	Yes/No	Security force prevented enemy ground observation of protected force or installation.
04	Yes/No	Collateral damage was minimized to protect and respect noncombatants and their property, consistent with the mission, law of land warfare, and rules of engagement.
05	Yes/No	Security force provided early and accurate warning of enemy approach.
06	Yes/No	Security force oriented its operations of the force or facility to be secured.
07	Yes/No	Security force performed continuous reconnaissance.
08	Yes/No	Security force maintained contact with enemy forces.
09	Yes/No	Commander developed criteria for ending security operations.
10	Yes/No	Commander directed that contingency plans be developed for security operations.
11	Time	To conduct reconnaissance of the area surrounding the secured force or installation.
12	Time	To plan security operations.
13	Time	To prepare for the security operations including movement into security area.
14	Time	To execute security operations.
15	Time	To report enemy activities to appropriate headquarters.
16	Time	That the secured force or installation had to prepare prior to its encounter with the enemy.
17	Time	To integrate host-nation or third-nation security forces and means into friendly security operations.
18	Percent	Of security force casualties during the security operation.
19	Percent	Of secured force or installation casualties during security operations.
20	Percent	Of unit combat power used to provide desired degree of security.
21	Percent	Of decreased support capability of sustainment units due to the requirement to provide security forces from internal assets.
22	Percent	Of increased availability of combat forces through use of host-nation or third-nation security forces.
23	Percent	Of enemy reconnaissance elements within security force capabilities destroyed or repelled.
24	Percent	Of friendly operations judged as not compromised prior to or during execution.
25	Percent	Of operations not compromised (based on enemy prisoner of war interrogations or captured documents).
26	Percent	Of critical facilities hardened or protected by security forces.
27	Percent	Of the area of operations or security area that can be observed by visual observation or covered by sensors at any given time.
28	Number	Of incidents where enemy forces affected the security of friendly units and facilities.

No.	Scale	Measure
29	Number	Of incidents where enemy reconnaissance forces compromised friendly course of action causing them to be delayed, disrupted, canceled, or modified.
30	Number	Of security force casualties during the security operation.
31	Number	Of secured force or installation casualties during the security operation.
32	Number	Of mobility corridors or avenues of approach that can be observed by the security force.
33	Number	Of observation posts that can be established by the security force.
34	Number	Of enemy reconnaissance elements destroyed during security operation.
35	Square Kilometers	Size of security area or area of operations.

ART 6.6.3.1 PROVIDE A SCREEN

6-72. A *screen* is a security task that primarily provides early warning to the protected force. The unit executing a screen observes, identifies, and reports enemy actions. Generally, a screening force, augmented by indirect fires, engages and destroys enemy reconnaissance elements within its capabilities but otherwise fights only in self-defense. (ADRP 3-90) (USACAC)

No.	Scale	Measure
01	Yes/No	Screening force's operations provided the protected force or installation with sufficient reaction time and maneuver space to conduct defensive operations.
02	Yes/No	Screening force was in place not later than time specified in operation order.
03	Yes/No	Screening force prevented enemy ground observation of protected force or installation.
04	Yes/No	Collateral damage was minimized to protect and respect noncombatants and their property, consistent with the mission, law of land warfare, and rules of engagement.
05	Yes/No	Screening force provided early and accurate warning of enemy approach.
06	Yes/No	Screening force oriented its operations of the force or facility to be secured.
07	Yes/No	Screening force performed continuous reconnaissance.
08	Yes/No	Screening force maintained contact with enemy forces.
09	Yes/No	Commander developed criteria for ending the screening operation.
10	Time	To conduct reconnaissance of the area surrounding the secured force or installation.
11	Time	To plan the screen.
12	Time	To prepare for the screen that included movement into security area.
13	Time	To execute the screen.
14	Time	To report enemy activities to appropriate headquarters.
15	Time	Of warning that the screening force gave to the secured unit or installation before the secured unit or installation made contact with the enemy.
16	Percent	Of screening force casualties during the screen.
17	Percent	Of secured force or installation casualties during the conduct of the screen.
18	Percent	Of unit combat power used to provide a screen.
19	Percent	Of enemy reconnaissance elements destroyed or repelled by the screening force.
20	Percent	Of friendly operations judged as not compromised before or during execution.
21	Percent	Of operations not compromised (based on enemy prisoner of war interrogations or captured documents).
22	Percent	Of the area of operations or security area that can be observed at any given time by the screen force using visual observation and sensors.
23	Number	Of incidents where enemy forces affected the security of friendly units and facilities.
24	Number	Of incidents where enemy reconnaissance forces compromised friendly courses of action causing them to be delayed, disrupted, canceled, or modified.

No.	Scale	Measure
25	Number	Of screening force casualties during the security operation.
26	Number	Of secured force or installation casualties during the conduct of the security operation.
27	Number	Of enemy reconnaissance elements destroyed during security operation.
28	Number	Of mobility corridors or avenues of approach that the screening force can observe.
29	Number	Of observation posts that the screening force established.
30	Square Kilometers	Size of security area or area of operations.

ART 6.6.3.2 CONDUCT GUARD MISSIONS

6-73. *Guard* is a security task to protect the main body by fighting to gain time while also observing and reporting information and preventing enemy ground observation of and direct fire against the main body. Units conducting a guard mission cannot operate independently because they rely upon fires and functional and multifunctional support assets of the main body. A guard differs from a screen in that a guard force contains sufficient combat power to defeat, repel, or fix the lead elements of an enemy ground force before it can engage the main body with direct fires. The guard force operates within the range of the main body's fire support weapons, deploying over a narrower front than a comparable-sized screening force to permit concentrating combat power. (ADRP 3-90) (USACAC)

No.	Scale	Measure
01	Yes/No	Guard force's operations provided the protected force or installation with sufficient reaction time and maneuver space to conduct defensive operations.
02	Yes/No	Guard force was in place not later than time specified in operation order.
03	Yes/No	Guard force prevented enemy ground observation of protected force or installation.
04	Yes/No	Collateral damage was minimized to protect and respect noncombatants and their property, consistent with the mission, law of land warfare, and rules of engagement.
05	Yes/No	Guard force provided early and accurate warning of enemy approach.
06	Yes/No	Guard force oriented its operations of the force or facility to be secured.
07	Yes/No	Guard force performed continuous reconnaissance.
08	Yes/No	Guard force maintained contact with enemy forces.
09	Yes/No	Commander developed criteria for ending the guard operation.
10	Yes/No	Guard force caused the enemy main body to deploy.
11	Yes/No	Guard force impeded and harassed the enemy within its capabilities while displacing.
12	Time	To conduct reconnaissance of the area surrounding the secured force or installation.
13	Time	To plan the guard operation.
14	Time	To prepare for the guard operation to include movement into security area.
15	Time	To execute the guard operation.
16	Time	To report enemy activities to appropriate headquarters.
17	Time	Of warning that the guard force gave to the secured unit or installation before the secured unit or installation made contact with the enemy.
18	Percent	Of guard force casualties during the guard operation.
19	Percent	Of secured force or installation casualties during the guard operation.
20	Percent	Of unit combat power used to provide the guard force.
21	Percent	Of enemy reconnaissance elements destroyed or repelled by the guard force.
22	Percent	Of friendly operations judged as not compromised prior to or during execution.
23	Percent	Of operations not compromised (based on enemy prisoner of war interrogations or captured documents).
24	Percent	Of the area of operations or security area that can be observed at any given time by the guard force using visual observation and sensors.

No.	Scale	Measure
25	Number	Of incidents where enemy forces affected the security of the secured force or facilities.
26	Number	Of incidents where enemy reconnaissance or advance guard forces compromised friendly courses of action.
27	Number	Of guard force casualties during the guard operation.
28	Number	Of secured force or installation casualties during the guard operation.
29	Number	Of enemy reconnaissance and advance guard elements destroyed during the guard operation.
30	Number	Of mobility corridors or avenues of approach that the guard force can observe.
31	Number	Of observation posts that the guard force can establish.
32	Square Kilometers	Size of security area or area of operations.

ART 6.6.3.3 PROVIDE COVER

6-74. *Cover* is a security task to protect the main body by fighting to gain time while also observing and reporting information and preventing enemy ground observation of and direct fire against the main body. A covering force operates outside supporting range of the main body. It promotes early situation development as it deceives the enemy about the location of the main battle area while disrupting and destroying enemy forces. Cover operations provide the main body with the maximum early warning and reaction time. (ADRP 3-90) (USACAC)

No.	Scale	Measure
01	Yes/No	Covering force's operations provided the protected force with sufficient reaction time and maneuver space.
02	Yes/No	Covering force was in place not later than time specified in operation order.
03	Yes/No	Covering force prevented enemy ground observation of protected force or installation.
04	Yes/No	Collateral damage was minimized to protect and respect noncombatants and their property, consistent with the mission, law of land warfare, and rules of engagement.
05	Yes/No	Covering force provided early and accurate warning of enemy approach.
06	Yes/No	Covering force oriented its operations on the secured force.
07	Yes/No	Covering force performed continuous reconnaissance.
08	Yes/No	Covering force maintained contact with enemy forces.
09	Yes/No	Commander developed criteria for ending the covering operation.
10	Yes/No	Covering force caused the enemy main body to deploy.
11	Yes/No	Covering force defeated or repelled enemy forces as directed by the higher commander.
12	Yes/No	Covering force penetrated the enemy's security area and located the enemy's main defensive positions.
13	Yes/No	Covering force determined enemy strengths and dispositions and located gaps or weak points within the enemy's defensive scheme.
14	Yes/No	Covering force deceived the enemy into thinking the main body had been committed.
15	Yes/No	Covering force fixed enemy forces in current positions to allow the main body to maneuver against them.
16	Yes/No	Covering force avoided being bypassed by attacking enemy forces.
17	Time	To conduct zone reconnaissance of the area surrounding the secured force.
18	Time	To plan the cover operation.
19	Time	To prepare for the cover operation to include movement to security area.
20	Time	To execute the cover operation.
21	Time	To report enemy activities to appropriate headquarters.

No.	Scale	Measure
22	Time	Of warning that the covering force gave to the secured unit or installation before the secured unit or installation made contact with the enemy.
23	Percent	Of covering force casualties during the cover operation.
24	Percent	Of secured force casualties during the cover operation.
25	Percent	Of unit combat power used to provide the covering force.
26	Percent	Of enemy reconnaissance, advance guard, and main body elements destroyed or repelled by the covering force.
27	Percent	Of friendly operations judged as not compromised prior to or during execution.
28	Percent	Of operations not compromised (based on enemy prisoner of war interrogations or captured documents).
29	Percent	Of the security area that can be observed at any given time by the covering force using visual observation and sensors.
30	Percent	Of area of operations cleared of enemy forces by an offensive covering force.
31	Percent	Of enemy forces in an area of operations bypassed by an offensive covering force.
32	Number	Of incidents where enemy forces affected the security of the secured force.
33	Number	Of incidents where enemy reconnaissance, advance guard, or first echelon forces compromised friendly courses of action.
34	Number	Of covering force casualties during the cover operation.
35	Number	Of secured force casualties during the cover operation.
36	Number	Of enemy reconnaissance, advance guard, and main body first echelon elements destroyed during the security operation.
37	Number	Of mobility corridors or avenues of approach that the covering force observed.
38	Number	Of observation posts that the covering force established.
39	Square Kilometers	Size of security area or area of operations.

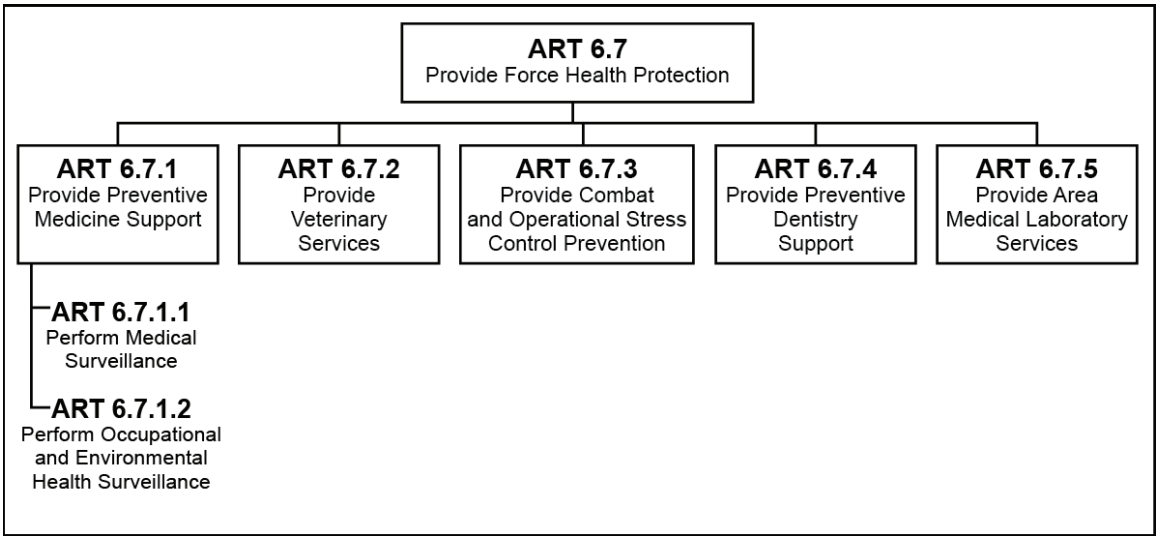
ART 6.6.4 CONDUCT ACTIONS TO CONTROL POLLUTION AND HAZARDOUS MATERIALS

6-75. Units develop actions to prevent pollution generation and hazardous substance releases. These actions prevent exposing friendly personnel to human health hazards, disrupting operations, adversely affecting indigenous or dislocated civilian populations and local economies, and damaging the natural or cultural environment. Units conduct the environmental compliance program while appropriately considering the effect on the environment per applicable United States and host-nation agreements, environmental laws, policies, and regulations. Units promptly report and clean up hazardous substance releases while avoiding tactical interference and ensuring adequate protection of the environment. Units also manage hazardous wastes correctly prior to transporting them to a permitted treatment, storage, or disposal facility. (ATP 3-34.5) (USAES)

No.	Scale	Measure
01	Time	To provide the commander with the technical expertise relating to releases of hazardous materials or petroleum, oils, and lubricants.
02	Time	Of delay in the operation.
03	Time	River was closed as a source of drinking water.
04	Time	River was closed to traffic.
05	Time	To provide training guidance to the field as required.
06	Time	Of training lost due to release.
07	Percent	Of operations cancelled or delayed.
08	Percent	Of population with newly polluted drinking water.

No.	Scale	Measure
09	Percent	Of wildlife killed as a result of pollution or a release.
10	Number	Of people with newly polluted drinking water.
11	Number	Of spills reported per week.
12	Number	Of wildlife killed as a result of pollution or a release.
13	Number	Of personnel injured or sickened as a result of pollution or a release.
14	Cost	For hazardous materials removal or disposal.
15	Cost	To complete release recovery.
16	Cubic Yards	Of earth cleaned, removed, or replaced.
17	Pounds	Of hazardous materials released.

SECTION VII – ART 6.7: PROVIDE FORCE HEALTH PROTECTION



6-76. Force health protection encompasses measures to promote, improve, or conserve the mental and physical well-being of Soldiers. These measures enable a healthy and fit force, prevent injury and illness, and protect the force from health hazards and include the prevention aspects of a number of Army Medical Department functions such as preventive medicine, including medical surveillance and occupational and environmental health (OEH) surveillance; veterinary services, including the food inspection and animal care missions, and the prevention of zoonotic disease transmissible to man; combat and operational stress control (COSC); dental services (preventive dentistry); and laboratory services (area medical laboratory support). (FM 4-02) (USAMEDDC&S)

No.	Scale	Measure
01	Yes/No	Force health protection programs established in the area of operations (AO) kept casualty rates from disease and nonbattle injuries; chemical, biological, radiological, and nuclear exposures; OEH hazards; and combat operational stress below established thresholds.
02	Time	To refine force health protection in the AO after receipt of warning order.
03	Time	To establish force health protection on activation of the AO.
04	Percent	Of difference between force health protection requirements and actual requirements in the AO.
05	Percent	Of difference between planned and actual area medical laboratory support requirements in the AO.

No.	Scale	Measure
06	Percent	Of difference between planned and actual preventive medicine services requirements in the AO.
07	Percent	Of difference between planned and actual veterinary services requirements in the AO.
08	Percent	Of planned force health protection support achieved in the AO.
09	Percent	Of difference between planned and actual COSC prevention support requirements in the AO.
10	Percent	Of difference between planned and actual preventive dentistry support requirements in the AO.

ART 6.7.1 PROVIDE PREVENTIVE MEDICINE SUPPORT

6-77. Units prevent disease and nonbattle injuries by establishing preventive medicine programs such as, field hygiene and sanitation, disease surveillance, immunizations, chemoprophylaxis, and education in personal protective measures. (FM 4-02) (USAMEDDC&S)

No.	Scale	Measure
01	Yes/No	Preventive medicine programs established in the area of operations (AO) kept disease and nonbattle injury rates below established thresholds.
02	Yes/No	Units communicated the health risks to the at-risk population.
03	Yes/No	Units conducted health hazard assessments.
04	Yes/No	Unit implemented the Vision Conservation Program.
05	Time	To refine preventive medicine program for AO after receipt of warning order.
06	Time	To establish preventive medicine plan (to include immunizations, pretreatment, chemoprophylaxis, and barrier creams) in the AO.
07	Time	Required to provide 100-percent immunizations to all Soldiers in the AO.
08	Percent	Of Soldiers who had all the prescribed predeployment immunizations.
09	Percent	Of planned preventive medicine support achieved in the AO.
10	Percent	Of personnel who received all required immunizations.
11	Percent	Of personnel who received required chemoprophylaxis.
12	Percent	Of personnel in AO briefed on health threats and trained in personal and unit-level protective measures and preventive medicine measures.
13	Percent	Of water points inspected for potability.
14	Percent	Of unit field sanitation teams trained.
15	Percent	Of personnel in the AO who had required and serviceable optical devices (such as spectacles, mask inserts, and protective devices).
16	Percent	Of bivouac sites inspected for disease and occupational and environmental health hazards.
17	Number	Of units with all required field sanitation team equipment and supplies.
18	Number	Of aerial spray missions conducted.
19	Number	Of Soldiers not available for duty due to hearing loss.
20	Number	Of consultations provided on preventive medicine measures.
21	Number	Of food service facilities inspected requiring immediate corrective actions.

ART 6.7.1.1 PERFORM MEDICAL SURVEILLANCE

6-78. Units perform medical surveillance, to include the collection and analysis of health status and health threat information before, during, and following deployment. Units ensure common awareness of potential health threats and monitor implementation of preventive medicine measures. (FM 4-02) (USAMEDDC&S)

No.	Scale	Measure
01	Yes/No	Unit performed health threat assessment for all areas of operations (AOs) and briefed to all personnel.
02	Yes/No	Unit conducted all required epidemiological investigations appropriately and completed them in a timely manner.
03	Yes/No	Unit collected disease and nonbattle injury data daily and categorized it correctly per Joint Chiefs of Staff and theater-specific standards.
04	Yes/No	All personnel completed pre- and postdeployment health assessments within required timelines.
05	Yes/No	Unit analyzed disease and nonbattle injury data weekly for trends.
06	Time	To refine medical surveillance programs for AO after receipt of warning order.
07	Time	To survey operational environment to detect and identify health threats and formulate means for minimizing effects.
08	Percent	Of difference between planned and actual medical surveillance requirements in the AO.
09	Percent	Of planned medical surveillance support achieved in the AO.
10	Percent	Of Soldiers identified with a measured environmental or occupational exposure that had the exposure noted in their individual health records.
11	Percent	Of recorded medical treatment episodes in individual health records or electronic medical records.
12	Percent	Of disease and nonbattle injury reports submitted on time per theater policy.
13	Percent	Of personnel compliant with required personal protective measures.
14	Number	Of epidemiological investigations conducted in AO.
15	Number	Of health threats to the deployed force not identified in the predeployment medical threat assessment.

ART 6.7.1.2 Perform Occupational and Environmental Health Surveillance

6-79. Units perform occupational and environmental health (OEH) surveillance. Units develop and update the environmental health site assessment. (FM 4-02) (USAMEDDC&S)

No.	Scale	Measure
01	Yes/No	OEH surveillance established in the area of operations (AO) prevented or reduced the number and percent of personnel who became exposed to OEH hazards.
02	Yes/No	Significant OEH hazards were identified in the AO.
03	Time	To refine OEH hazard surveillance program for AO after receipt of warning order.
04	Time	To detect, identify, quantify, and evaluate OEH hazards and to develop controls and communicate risk to minimize health risks.
05	Percent	Of difference between planned and actual OEH surveillance requirements in the AO.
06	Percent	Of personnel in the AO without health threat education and training provided.
07	Percent	Of personnel in the AO without appropriate personal protective equipment or engineering controls to minimize health risks of identified OEH hazards.
08	Percent	Of identified OEH hazards in the AO evaluated using risk assessment.
09	Number	Of identified OEH exposures recorded in individual health records or electronic medical records.

ART 6.7.2 PROVIDE VETERINARY SERVICES

6-80. In this ART, units serve as the Department of Defense (DOD) executive agent for veterinary services for all services with the exception of the food inspection mission on United States Air Force installations. Units perform food safety and bottled water surveillance—which includes food hygiene and quality assurance, inspection of Class I sources, microbial analysis of food, and temperature monitoring of

transported and stored food supplies—and assess potential health hazards in the area of operations (AO); identify, evaluate, and assess animal diseases of military significance; and provide complete veterinary health care to DOD military working dogs and any other government-owned animals in the AO. (FM 4-02.18) (USAMEDDC&S)

No.	*Scale*	*Measure*
01	Yes/No	Nonavailability of veterinary services did not degrade, delay, or disrupt unit operations.
02	Yes/No	Unit published food and beverage procurement source list.
03	Time	To refine veterinary services program for the AO after receipt of warning order.
04	Time	To establish comprehensive veterinary plan on activation of the AO.
05	Percent	Of difference between planned and actual veterinary service requirements in the AO.
06	Percent	Of planned veterinary support achieved in the AO.
07	Percent	Of required food inspections that met food safety standards in the AO.
08	Percent	Of government-owned animals treated and returned to duty in the AO.
09	Percent	Of veterinary capacity in use per day in the AO.
10	Percent	Of animals exposed to chemical, biological, radiological, and nuclear threats or hazards.
11	Number	Of local food procurement establishment inspections performed in the AO per month.
12	Number	Of animal diseases of military significance in the AO.
13	Number	Of military working dogs and other government-owned animals in the AO that required periodic veterinary support.
14	Number	Of approved bottled water and ice plants.
15	Number	Of animals that required evacuation for additional treatment in theater.

ART 6.7.3 PROVIDE COMBAT AND OPERATIONAL STRESS CONTROL PREVENTION

6-81. Units provide combat and operational stress control (COSC) prevention by establishing behavioral health prevention programs, conducting traumatic event management, and providing consultation and educational services. (FM 4-02) (USAMEDDC&S)

No.	*Scale*	*Measure*
01	Yes/No	Absence of unit personnel from stress-related causes did not degrade, delay, or disrupt unit operations.
02	Time	To refine COSC prevention program for the area of operations (AO) after receipt of warning order.
03	Percent	Of critical incident debriefings planned and actual requirements.
04	Percent	Of required COSC personnel at activation in the AO.
05	Percent	Of decrease in number of stress-related casualties after establishing and implementing COSC prevention plan or program in the AO.
06	Percent	Of personnel who had received Warrior Resilience Training.
07	Percent	Of Soldier encounters that were recorded (as appropriate and required by regulatory guidance) in an individual health record or electronic medical record.
08	Number	Of consultations on COSC prevention techniques with Soldiers or groups.
09	Number	Of consultations on COSC prevention techniques with unit leaders.
10	Number	Of education and training events on COSC prevention techniques.
11	Number	Of COSC cases that required evacuation from AO.

ART 6.7.4 PROVIDE PREVENTIVE DENTISTRY SUPPORT

6-82. Military preventive dentistry incorporates primary, secondary, and tertiary preventive measures taken to reduce or eliminate oral conditions that decrease a Soldier's fitness to accomplish the mission and cause absence from duty. (FM 4-02) (USAMEDDC&S)

No.	*Scale*	*Measure*
01	Yes/No	Preventive dentistry programs established in the area of operations (AO) prevented or reduced the number and percent of command personnel who became casualties as a result of dental disease and injury.
02	Yes/No	Electronic dental record capability was available at current role of medical care.
03	Time	To establish dental combat effectiveness program upon activation of the AO.
04	Time	To refine preventive dentistry plan after receipt of warning order.
05	Percent	Of difference between planned and actual preventive dentistry requirements in the AO.
06	Percent	Of Soldiers receiving prophylaxis treatment.
07	Percent	Of Soldiers receiving fluoride varnish treatments.
08	Percent	Of Soldiers receiving prescriptions for fluoride supplement tablets.
09	Percent	Of Soldiers receiving training or education in field oral hygiene information program.
10	Percent	Of personnel treated who were from other Services.
11	Percent	Of persons treated who were from multinational or host-nation forces.
12	Percent	Of detainees that required dental treatment.
13	Percent	Of personnel treated who were Department of the Army Civilians or Department of Defense contractors.
14	Percent	Of persons treated who were host-nation or internally dislocated civilians.
15	Percent	Of dental encounters initially recorded in a standardized electronic application.
16	Percent	Of dental encounters initially recorded on paper record (DD Form 1380 [*Tactical Combat Casualty Care {TCCC} Card*], or SF 600 [*Health Record-Chronological Record of Medical Care*] from Role 1 facilities or SF 603 [*Health Record-Dental*] Role 2 facilities).
17	Percent	Of backlog in entering paper electronic medical information into a standardized electronic application once received at the first role of care with a digital or electronic dental record capability.

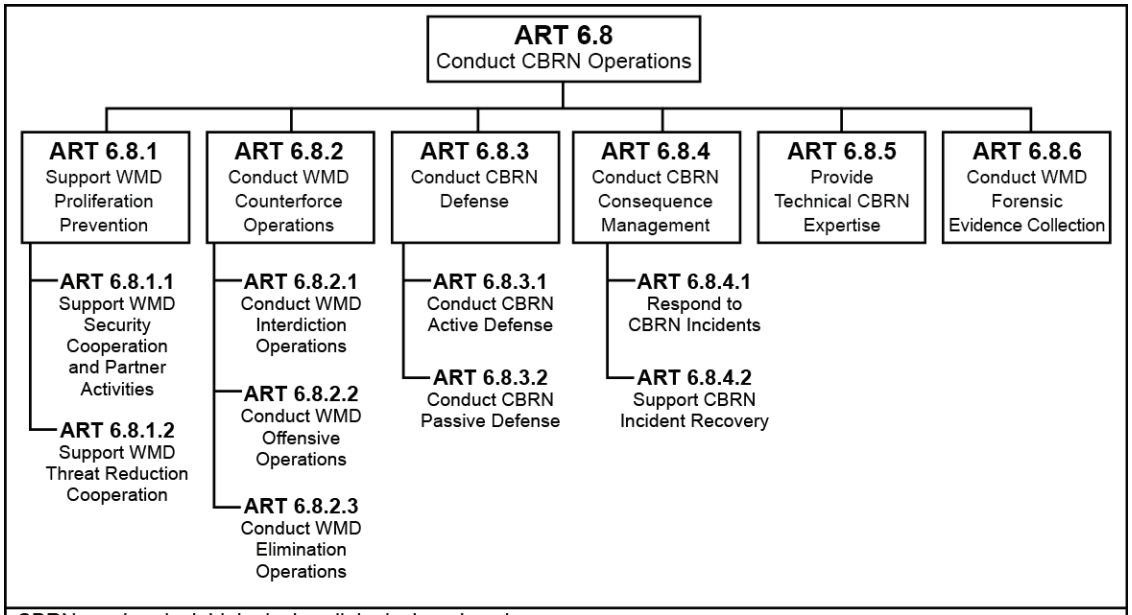
ART 6.7.5 PROVIDE AREA MEDICAL LABORATORY SERVICES

6-83. Units identify, evaluate, and assess health hazards in the area of operations (AO). This task includes providing chemical, biological, radiological, and nuclear (CBRN) laboratory services, endemic disease laboratory services, and environmental laboratory services. (FM 4-02) (USAMEDDC&S)

No.	*Scale*	*Measure*
01	Yes/No	Nonavailability of laboratory services did not degrade, delay, or disrupt unit operations or endanger the health of unit personnel.
02	Time	To refine area medical laboratory services program for the AO after receipt of warning order.
03	Time	To establish comprehensive area medical laboratory service plan on activation of the AO.
04	Time	Of turnaround for technical labaratory testing results.
05	Percent	Of difference between planned and actual area medical laboratory requirements in the AO.
06	Percent	Of planned laboratory support achieved in the AO.
07	Percent	Of required laboratories at activation of the AO.
08	Percent	Of required laboratory personnel available at activation of the AO.
09	Percent	Of laboratory capacity in use per day in the AO.

No.	Scale	Measure
10	Number	Of toxic industrial materials identified or confirmed through laboratory testing in the AO.
11	Number	Of CBRN warfare agents identified or confirmed through laboratory testing in the AO.
12	Number	Of endemic diseases identified through laboratory testing in AO in support of diagnostic treatment at medical treatment facilities.

SECTION VIII – ART 6.8: CONDUCT CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR OPERATIONS



6-84. The employment of tactical capabilities that counter the entire range of chemical, biological, radiological, and nuclear (CBRN) threats and hazards through weapons of mass destruction (WMD) proliferation prevention, WMD counterforce, CBRN defense, and CBRN consequence management activities in support of operational and strategic objectives to combat WMD and operate safely in CBRN environments. (FM 3-11) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Unit could continue its mission when attacked by enemy CBRN weapons.
02	Time	To conduct area or route reconnaissance to identify the limits of CBRN weapons effects.
03	Time	To refine Annex E (Protection) to the operation order.
04	Time	To deploy and employ CBRN monitoring equipment.
05	Time	To identify the CBRN hazard.
06	Time	To detect the use of CBRN weapons in the area of operations (AO).
07	Time	To issue downwind hazard warnings of a CBRN attack in the AO.
08	Time	To conduct area damage control after using CBRN weapons.
09	Time	To recover unit operational capability after a CBRN attack.
10	Time	To give and understand CBRN contamination alarms and signals.
11	Time	To assume appropriate mission-oriented protective posture after warning of the use of CBRN weapons in the AO.

No.	Scale	Measure
12	Time	To reconstitute unit to designated level of combat power after exposure to the effects of CBRN weapons.
13	Time	To coordinate for additional CBRN reconnaissance, monitoring, and decontamination assets.
14	Time	To administer chemoprophylaxis, immunizations, pretreatments, and barrier creams for protection against CBRN warfare agents.
15	Percent	Of incidents of the use of CBRN weapons detected.
16	Percent	Of enemy delivery systems for CBRN weapons in AO identified, targeted, and destroyed.
17	Percent	Of CBRN contaminated sites in the AO that had decontamination operations initiated or completed.
18	Percent	Of friendly units in the AO that had CBRN monitoring, protective, and decontamination equipment.
19	Percent	Of on-hand CBRN equipment, necessary to protect the unit against hazards, that was mission-capable.
20	Percent	Of CBRN monitoring, protective, and decontamination equipment positioned and operated correctly.
21	Percent	Of CBRN hazards correctly identified.
22	Percent	Of friendly units in the AO without adequate supplies of individual and collective monitoring and protective equipment, and decontamination materials.
23	Percent	Of reduced unit combat power from the need to defend against the use of CBRN weapons.
24	Percent	Of friendly and civilian casualties in the AO from the use of CBRN weapons.
25	Number	Of instances where CBRN weapons were employed.
26	Number	And types of on-hand CBRN monitoring, protective, and decontamination equipment.
27	Number	And types of friendly systems destroyed, damaged, or rendered inoperable due to the use of CBRN weapons.
28	Number	Of instances where units and facilities were affected by using CBRN weapons without warning of their use.
29	Number	Of false alarms relating to using CBRN weapons.

ART 6.8.1 SUPPORT WEAPONS OF MASS DESTRUCTION PROLIFERATION PREVENTION

6-85. Weapons of mass destruction (WMD) proliferation prevention employs tactical-level capabilities to support operational and strategic nonproliferation objectives for combating WMD. Proliferation prevention includes military engagements and security cooperation and deterrence. (FM 3-11) (USACBRNS)

No.	Scale	Measure
01	Yes/No	The forces were trained.
02	Yes/No	The forces were equipped.
03	Yes/No	The forces were available to conduct essential tasks that met the nonproliferation objectives.
04	Yes/No	The forces had conducted rehearsals for tactical-level operations.
05	Yes/No	The commander and staff conducted rehearsals within the headquarters of the essential tasks.

ART 6.8.1.1 Support Weapons of Mass Destruction Security Cooperation and Partner Activities

6-86. Weapons of mass destruction (WMD) security cooperation and partner (known as SC&P) activities improve or promote defense relationships and capacity of multinational and partner nations to execute or support the other military mission areas to combat WMD through military-to-military contact, burden sharing arrangements, combined military activities, and support to international activities. (FM 3-11) (USACBRNS)

Note: Activities include developing chemical, biological, radiological, and nuclear (CBRN) contacts and establishing programs for various senior official visits. These visits include foreign military CBRN sites visits, counterpart staff exchange visits, and sponsorship of or attendance at WMD-related conferences, military-to-military talks, and bilateral exercise programs that establish and develop military-to-military contacts with targeted nations.

No.	*Scale*	*Measure*
01	Yes/No	The forces provided support to security cooperation and partner in pursuit of counter WMD.
02	Yes/No	The forces developed counter WMD programs that integrated Department of Defense security cooperation activities.
03	Yes/No	The forces participated in a multinational exercises.
04	Yes/No	Organizations participated in student, liaison, and equipment exchange programs.
05	Percent	Of personnel that conducted multinational counterproliferation, counterterrorism, and new equipment training.

ART 6.8.1.2 Support Weapons of Mass Destruction Threat Reduction Cooperation

6-87. Weapons of mass destruction (WMD) threat reduction cooperation includes activities undertaken with the consent and cooperation of host-nation authorities in a permissive environment. These activities enhance physical security and reduce, dismantle, redirect, and improve protection of a state's existing WMD program, stockpiles, and capabilities. (FM 3-11) (USACBRNS)

No.	*Scale*	*Measure*
01	Yes/No	Unit provided security for current WMD, related materials, and systems from theft, sabotage, or unauthorized use.
02	Yes/No	Unit supported efforts to ensure the safety of WMD and delivery systems from accidental or inadvertent release.
03	Yes/No	Unit maintained situational awareness of WMD safety and security issues and communicated concerns to senior leaders.
04	Yes/No	Unit integrated commander's safety concerns, security concerns, and threat prioritization with operational-level guidance.
05	Yes/No	Unit assigned responsibilities for threat reduction cooperation and coordinated efforts with other commands.
06	Yes/No	Unit emplaced appropriate sensors.
07	Yes/No	Unit conducted monitoring operations.
08	Yes/No	Unit conducted detection operations.
09	Yes/No	Unit conducted security operations.

ART 6.8.2 CONDUCT WEAPONS OF MASS DESTRUCTION COUNTERFORCE OPERATIONS

6-88. Weapons of mass destruction (WMD) counterforce is a tactical objective to defeat the full range of chemical, biological, radiological, and nuclear (CBRN) threats before they can be employed as weapons. (FM 3-11) (USACBRNS)

No.	*Scale*	*Measure*
01	Yes/No	Unit utilized weapon systems designed to destroy, disrupt, or deny access to CBRN weapons while minimizing negative collateral effects.
02	Yes/No	Unit modeled and predicted collateral effects prior to a strike utilizing CBRN weapon.
03	Yes/No	Unit trained on sampling process.
04	Yes/No	Unit had WMD materials properly labeled, double bagged, and prepared for transfer.
05	Yes/No	Unit prepared WMD materials being shipped to contential United States with the correct paperwork required for entry into the country.
06	Yes/No	Unit established sample priority.
07	Yes/No	Unit maintained a strict chain of custody for every sample or specimen collected.
08	Yes/No	Unit strictly adhered to sample protocols in the laboratory.
09	Yes/No	Unit properly stored materials in the laboratory.
10	Yes/No	Unit disinfected incoming materials before entering them in the laboratory.
11	Yes/No	The laboratory recorded pertinent data about the material in the laboratory records.
12	Yes/No	The laboratory used the proper standard safety practices and service-specific directives.
13	Yes/No	The laboratory properly disposed of all hazardous waste and materials.
14	Time	To acquire, positively identify, select, and prioritize CBRN weapons as well as other high-payoff targets.
15	Time	To apportion resources to attack CBRN weapons as well as other high-payoff targets in either a deliberate or adaptive planning mode.
16	Percent	Of targets reviewed for collateral damage or effects, damage expectancy, casualties, and political ramifications or sensitivities.
17	Percent	Of targets that exceeded attack guidance.
18	Percent	Of planned targets hit on time.
19	Percent	Of friendly forces, neutral forces, or noncombatants influenced by collateral effects from friendly attacks on CBRN weapons.
20	Percent	Of known or suspected enemy CBRN effects on targets with the preplanned that used the targeting cycle.

ART 6.8.2.1 CONDUCT WEAPONS OF MASS DESTRUCTION INTERDICTION OPERATIONS

6-89. Weapons of mass destruction (WMD) interdiction includes operations to track, intercept, search, divert, seize, or otherwise stop the transit of WMD, its delivery systems, or related materials, technologies, and expertise. (FM 3-11) (USACBRNS)

No.	*Scale*	*Measure*
01	Yes/No	Unit had capability to track, intercept, search, divert, seize, or stop the transit of WMD materials, delivery systems, technologies, and expertise.
02	Yes/No	Element supported the disruption and dismantlement of proliferation networks.
03	Yes/No	Element supported activities to include interception, identification, securing, disposing of, or rendering safe materials suspected to be WMD-related.
04	Yes/No	Element commander exercised mission command in preparation for and conduct of WMD interdiction operations.
05	Time	To coordinate joint, multinational, and interagency support.

No.	Scale	Measure
06	Time	To develop synchronization plan for joint sea, air, and land interdiction.
07	Time	To conduct WMD interdiction target analysis.
08	Time	To issue planning guidance to subordinate component forces.
09	Time	To develop tactical intelligence for WMD interdiction requirements.
10	Time	To integrate defense capabilities (sampling, monitoring, identification, or reconnaissance).
11	Time	To conduct tactical-level risk assessment to support WMD interdiction operations.
12	Time	To establish chemical, biological, radiological, and nuclear defense information integration and connectivity.

ART 6.8.2.2 Conduct Weapons of Mass Destruction Offensive Operations

6-90. Weapons of mass destruction (WMD) offensive operations include actions to disrupt, neutralize, or destroy a WMD threat before it can be used, or to deter subsequent use of such weapons. (FM 3-11) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Unit had available weapon systems designed to destroy, disrupt, or deny access to chemical, biological, radiological, and nuclear (CBRN) weapons while minimizing negative collateral effects.
02	Yes/No	Unit had capability to model and predict collateral effects prior to a strike utilizing CBRN weapons.
03	Time	To acquire positively identified, selected, and prioritized CBRN weapon targets as well as other high-value targets.
04	Time	To apportion resources to attack CBRN weapons as well as other high-payoff targets in either a deliberate or adaptive planning mode.
05	Percent	Of targets reviewed for collateral damage or effects, damage expectancy, casualties, and political ramifications or sensitivities.
06	Percent	Of targets exceeding guidance.
07	Percent	Of planned targets hit on time.
08	Percent	Of friendly or neutral forces or noncombatants affected by collateral effects from friendly attacks on CBRN-weapons.
09	Percent	Of known or suspected enemy CBRN effects on targets that had been preplanned with the targeting process.

ART 6.8.2.3 Conduct Weapons of Mass Destruction Elimination Operations

6-91. Weapons of mass destruction (WMD) elimination includes actions undertaken in a hostile or uncertain environment to systematically locate, characterize, secure, disable, or destroy WMD programs and related capabilities. (FM 3-11) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Forces were properly trained, equipped, and available to conduct WMD elimination missions.
02	Yes/No	Staff processes and expertise were in place to coordinate WMD elimination mission elements.
03	Yes/No	Unit coordinated with proper security force to provide overwatch protection in a hostile environment.
04	Yes/No	Unit established WMD elimination specific rules of engagement.
05	Yes/No	Unit established WMD elimination specific rules for the use of force in a hostile situation.

ART 6.8.2.3.1 Isolate Weapons of Mass Destruction Sites

6-92. Units isolate suspected weapons of mass destruction (WMD) sites, material, equipment, and personnel. The objective is to ensure suspected sites and materials are secure to prevent possible proliferation, pilfering, or destruction of potential forensic evidence, to avoid detaining personnel, and to prevent dispersion, contamination, or collateral effects of the release of dangerous WMD materials or agents. These actions ensure the safety of United States forces, multinational forces, and the surrounding civilian population. Forces must establish and maintain the conditions for elimination operations by securing sensitive sites. (ATP 3-11.23) (USACBRNS)

Note: A *sensitive site* is a geographically limited area that contains, but is not limited to, adversary information systems, war crimes sites, critical government facilities, and areas suspected of containing high value targets. (JP 3-31) (JS)

No.	*Scale*	*Measure*
01	Yes/No	Unit identified capabilities required.
02	Yes/No	Unit identified number of enemy forces located at the site.
03	Yes/No	Unit tied mission orders to a purpose or intent.
04	Yes/No	Unit selected the general location of the work zones and the command post.
05	Yes/No	Unit selected a general area for the decontamination station.
06	Yes/No	Teams worked in buddy teams.
07	Yes/No	Teams conducted all operations within a timeline agreed upon with the supported unit and higher headquarters.
08	Yes/No	Unit established access to hot and warm zones to ensure that only authorized personnel were permitted in those areas.
09	Yes/No	Unit established physical control of the WMD site.
10	Yes/No	When the objective was secured, the element consolidated and reorganized to support the site exploitation teams.
11	Yes/No	Unit identified and selected additional rally points.
12	Yes/No	All unit members cleaned and serviced individual protective equipment and personal protective equipment after use.
13	Yes/No	Unit inspected all personal protective equipment.
14	Time	To develop a detailed standard operating procedures and determine key participants.
15	Time	To immediately report the discovery of a potential sensitive site.
16	Time	To conduct thorough pre-combat checks and pre-combat inspections of all unit and personnel equipment.
17	Time	To calibrate any detection equipment prior to departure.
18	Time	To conduct chemical, biological, radiological, and nuclear passive defense measures.
19	Time	To conduct leaders reconnaissance.
20	Time	To erect barriers and the establishment of perimeters.
21	Time	To coordinate for additional support.
22	Time	To identify the associated hazards and determine hazard control zones.

ART 6.8.2.3.2 Exploit Weapons of Mass Destruction Sites

6-93. Exploitation at the tactical level includes actions to preserve, characterize, exploit, disable, neutralize, or render safe the adversary's weapons of mass destruction (WMD) weapons, material, equipment, personnel, and infrastructure. A secondary purpose is to collect appropriate forensic evidence and information. Specialized teams conduct a technical assessment of a site to determine if it contains evidence of WMD activity. If the team finds evidence of WMD activity, then it conducts a more explicit and detailed exploitation of the site (documents, personnel, sampling, and such). Exploitation may include separate

operations to render safe WMD devices, material or missiles that present an immediate threat to friendly forces. (ATP 3-11.23) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Unit coordinated sample analysis support.
02	Yes/No	Unit coordinated with Department of Defense responders such as chemical reconnaissance detachment chemical, biological, radiological, and nuclear response team and hazard response teams.
03	Yes/No	Subject matter experts and teams carefully entered and exploited every structure, facility, and vehicle on the site.
04	Yes/No	Unit secured documents, electronic media, personnel, materials, weapons, devices, and equipment.
05	Yes/No	Unit identified forensic evidence leading to attribution, prosecution, or both.
06	Yes/No	Leaders maintained situational awareness throughout the operation.
07	Time	To conduct thorough pre-combat checks and pre-combat inspections of all unit and personnel equipment.
08	Time	To conduct rehearsals of exploitation activities.
09	Time	To conduct leaders reconnaissance.
10	Time	To conduct collection and initial characterization of WMD material (weapons, equipment, personnel, data, and infrastructure).
11	Time	To coordinate for additional support.
12	Time	To conduct reachback with technical experts or bring specialized personnel forward.
13	Number	Of explosive ordnance disposal units to render safe booby traps and other explosive ordnance that prevented access and exploitation.
14	Number	Of personnel found in the site.
15	Number	Of trained personnel to identify items and facilities found at the site.
16	Number	Of trained personnel who could interrogate site personnel.

ART 6.8.2.3.3 Perform Weapons of Mass Destruction Program Destruction Activities

6-94. Weapons of mass destruction (WMD) program destruction activities include actions at the tactical level to destroy, dismantle, remove, transfer, or otherwise dispose of the adversary's WMD weapons, material, equipment, personnel, and infrastructure. (ATP 3-11.23) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Unit identified WMD system to be defeated.
02	Yes/No	Unit neutralized suspect WMD-related agent or materials.
03	Yes/No	Unit maintained control of material related to WMD elimination mission.
04	Yes/No	Unit contained WMD-related material for final disposition to include defeat, neutralization, storage, or transport.
05	Yes/No	Unit coordinated security support for the WMD elimination mission.
06	Yes/No	Unit identified personnel with the correct training and equipment to perform final disposition and neutralization.
07	Time	To plan for the disposition phase of elimination operations.
08	Time	To conduct thorough pre-combat checks and pre-combat inspections of all unit and personnel equipment.
09	Time	To conduct rehearsals of exploitation activities.
10	Time	To conduct leaders reconnaissance.
11	Time	To coordinate for additional support.
12	Time	To identify forensic evidence in support of elimination mission.

ART 6.8.2.3.4 Support Weapons of Mass Destruction Monitoring and Redirection Activities

6-95. Monitoring and redirection includes actions to convert weapons of mass destruction (WMD) programs, personnel, sites, and facilities to prevent transfer, reconstitution, and misuse of residual dual-use capabilities. (ATP 3-11.23) (USACBRNS)

No.	*Scale*	*Measure*
01	Yes/No	Unit facilitated and maintained positive surveillance of former or potential WMD programs.
02	Yes/No	Unit provided support to United States and host-nation government agencies that conducted monitoring and redirection activities.
03	Yes/No	Unit facilitated the receiving and sustainment of specialist and expert personnel.
04	Yes/No	Unit used protective packaging for the safe containment and transportation of WMD materials.
05	Yes/No	Unit continued maintenance of perimeters and barriers to control interaction with the WMD site.
06	Yes/No	Unit converted WMD programs, personnel, sites, and facilities to prevent transfer, reconstitution, and misuse of residual dual-use capabilities.
07	Yes/No	Unit identified host-nation requirements in support of the threat reduction cooperation mission.
08	Yes/No	Unit identified logistic support for the new operation.

ART 6.8.3 CONDUCT CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR DEFENSE

6-96. Chemical, biological, radiological, and nuclear (CBRN) defense includes measures taken to minimize or negate the vulnerabilities and effects of a CBRN incident. (FM 3-11) (USACBRNS)

Note: ART 6.8.3 employs both active and passive CBRN capabilities.

No.	*Scale*	*Measure*
01	Yes/No	Element integrated CBRN active and passive defense measures in mission planning.
02	Yes/No	For CBRN defense procedures, unit planned and coordinated with other defense operations.
03	Yes/No	All individuals who participated in CBRN defense trained in the concept.
04	Time	To issued threat warning after launch of CBRN weapons.
05	Percent	Of targets attacked by enemy CBRN weapon.
06	Percent	Of CBRN enemy attacks intercepted.
07	Number	Of United States casualties both combatant and noncombatant.
08	Number	Of classified false alarms.

ART 6.8.3.1 CONDUCT CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR ACTIVE DEFENSE

6-97. Chemical, biological, radiological, and nuclear (CBRN) active defense includes measures to defeat an attack with CBRN weapons by employing actions to divert, neutralize, or destroy those weapons or their means of delivery while en route to their target. (FM 3-11) (USACBRNS)

No.	*Scale*	*Measure*
01	Yes/No	Unit detected planned CBRN terrorist actions and neutralized their effects.
02	Time	To issue threat warning after launch of CBRN weapons.
03	Percent	Of enemy CBRN weapon attacks that reached target.

No.	Scale	Measure
04	Percent	Of enemy CBRN attacks that unit intercepted.
05	Percent	Of destroyed CBRN-capable artillery.
06	Number	Of identified United States casualties, both combatant and noncombatant.
07	Number	Of classified false alarms.

ART 6.8.3.2 Conduct Chemical, Biological, Radiological, and Nuclear Passive Defense

6-98. Chemical, biological, radiological, and nuclear (CBRN) passive defense includes measures taken to minimize or negate the vulnerability to, and effects of, CBRN attacks. This mission area focuses on maintaining the ability to continue military operations in a CBRN environment. (FM 3-11) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Element continued the mission after CBRN attack.
02	Yes/No	Element mitigated the immediate effects of a CBRN attack.
03	Yes/No	Element detected and reported CBRN contamination.
04	Yes/No	Unit provided CBRN threat, hazard, and intelligence to support the common operational picture.
05	Yes/No	Unit implemented measures to protect personnel equipment, critical assets, and facilities.
06	Yes/No	Unit implemented protective measures to anticipated terrorists, weapons of mass destruction, and CBRN hazards.
07	Yes/No	Element decontaminated only what was necessary.
08	Time	To provide CBRN decontamination to restore operational capability.
09	Time	To prepare for CBRN attack.
10	Time	To move element or systems to the minimum safe distance from a predicted nuclear strike.
11	Time	To prepare and transmitted effective downwind message chemical downwind message.
12	Time	To conduct CBRN reconnaissance and surveillance.
13	Time	To implement chemoprophylaxis.
14	Percent	Of casualties due to the effects of CBRN attack.
15	Percent	Of combat power needed to prepare for a CBRN attack.
16	Percent	Of trained personnel on hand to prepare for a CBRN attack.
17	Percent	Of inoperable systems due to CBRN attack.
18	Percent	Of casualties, equipment, and supplies lost due to the nonavailability of CBRN protective equipment.
19	Percent	Of collective protection assets available.
20	Percent	Of decontamination assets available.

ART 6.8.3.2.1 Avoid Chemical, Biological, Radiological, and Nuclear Contamination

6-99. Contamination avoidance includes individual and/or unit measures taken to reduce the effects of chemical, biological, radiological, and nuclear (CBRN) hazards. (FM 3-11) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Unit continued its mission when following an attack by enemy CBRN weapons.
02	Time	To detect the use of CBRN weapons in the area of operations (AO).
03	Time	To conduct area reconnaissance to determine limits of the effects of CBRN weapons.
04	Time	To refine the operation order to avoid or limit contact with contaminated areas.

No.	Scale	Measure
05	Time	To utilize the CBRN warning and reporting system to send reports of CBRN attacks.
06	Time	To conduct route reconnaissance to determine locations where effects of CBRN weapons were present and to determine the degree of contamination along selected routes.
07	Time	To employ CBRN monitoring equipment.
08	Time	To identify CBRN hazards.
09	Time	To mark likely entry points into contaminated areas.
10	Time	To conduct contamination control, such as bypassing, exposing only the absolute minimum number of personnel and equipment, encapsulating personnel and equipment, covering equipment and supplies, and relocating.
11	Time	To obtain environmental samples for suspected biological or chemical hazards.
12	Time	To identify CBRN warfare agents from medical specimens.
13	Percent	Of detected and identified CBRN contamination in the AO.
14	Percent	Of identified friendly units in the AO that have CBRN monitoring equipment.
15	Percent	Of identified on-hand CBRN equipment required to protect the unit against hazards, which was mission-capable.
16	Percent	Of positioned and operated CBRN monitoring equipment.
17	Percent	Of modified courses of action due to the presence of CBRN contamination.
18	Percent	Of recorded number of instances in which a CBRN hazard was correctly identified.
19	Percent	Of recorded number of instances in which a CBRN hazard was incorrectly identified as harmless.
20	Percent	Of recorded instances in which a harmless sample was incorrectly identified as a CBRN hazard.
21	Number	Of identified quantity and types of on-hand CBRN monitoring equipment.
22	Number	Of identified quantities and types of friendly systems destroyed, damaged, or rendered inoperable due to contact with CBRN contamination.
23	Number	Of identified friendly or civilian casualties in AO due to contact with CBRN contamination.
24	Number	Of identified casualties due to incorrect identification of CBRN hazards.

ART 6.8.3.2.1.1 Conduct Chemical, Biological, Radiological, and Nuclear Reconnaissance

6-100. Chemical, biological, radiological, and nuclear (CBRN) reconnaissance detects the presence of and identifies the type and extent of CBRN hazards in the area of operations (AO) that restrict unprotected maneuver. Reconnaissance assists commanders with decisions that aid in the preservation of combat power, enable continued combat operations, and enable control of CBRN material. (ATP 3-11.37) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Element continues its mission following an attack by enemy CBRN weapons.
02	Time	To conduct area reconnaissance to determine limits of the effects of the use of CBRN weapons.
03	Time	To refine Annex E (Protection) to the operation order.
04	Time	To detect the use of CBRN weapons in the AO.
05	Time	To issue downwind hazard warnings of a CBRN attack in the AO.
06	Time	To conduct area damage control after the use of CBRN weapons.
07	Time	To recover unit operational capability after a CBRN attack.
08	Time	To assume appropriate mission-oriented protective posture after warning of use of CBRN weapons in the AO.
09	Percent	Of identified, targeted, and destroyed enemy CBRN weapons delivery systems in the AO.

No.	Scale	Measure
10	Percent	Of identified CBRN-contaminated sites in the AO that had decontamination operations initiated or completed.
11	Percent	Of identified units in the AO that had CBRN monitoring equipment.
12	Percent	Of identified on-hand CBRN equipment, necessary to protect the unit against hazards, that was mission-capable.
13	Percent	Of identified CBRN monitoring equipment positioned and operated correctly.
14	Percent	Of identified friendly units in the AO lacking supplies of individual and collective protective equipment and decontamination materials.
15	Percent	Of identified friendly and civilian casualties in AO as a result of the use of CBRN weapons.
16	Number	Of determined types of friendly systems destroyed, damaged, or rendered inoperable as a result of the use of CBRN weapons.

ART 6.8.3.2.1.2 Conduct Chemical, Biological, Radiological, and Nuclear Surveillance

6-101. Chemical, biological, radiological, and nuclear (CBRN) surveillance is the systematic observation of aerospace, surface, or subsurface areas, places, persons or things, by visual, aural, electronic, photographic or other means. CBRN surveillance facilitates situational awareness and maintenance of an accurate, high fidelity, real-time picture of an operational environment as changes occur. CBRN surveillance involves standoff or point (including those remotely dispersed, unmanned and unattended) means to detect the presence or absence of hazards. (ATP 3-11.37) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Unit included CBRN surveillance priority intelligence requirements in the information collection plan.
02	Yes/No	CBRN surveillance assets were employed based on the intelligence preparation of the battlefield and vulnerability planning.
03	Yes/No	CBRN assets were available against the number of CBRN specific named areas of interest.
04	Yes/No	Unit established the CBRN warning and reporting system.
05	Yes/No	Biological surveillance plan contained the following: meteorological assessment, duration of operation for detectors and/or collectors, detector array employment, number of detectors required, and distance between detectors and/or collectors.
06	Yes/No	Unit occupied observation posts to overwatch the designated area.
07	Yes/No	Unit detected and located contamination from an attack that could impact on location or upwind units.
08	Time	To determine when the hazard had diminished to enough to allow mission-oriented protective posture level reduction.

ART 6.8.3.2.1.3 Conduct Chemical, Biological, Radiological, and Nuclear Sample Managment

6-102. Chemical, biological, radiological, and nuclear (CBRN) sample management is the process that includes the collection, packaging, transport, storage, transfer, accountability, and reporting associated with environmental samples and medical specimens related to CBRN hazards in order to inform military decision making for operations, medical support, and potential exploitation. (FM 3-11) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Unit handled and processed contaminated and infectious equipment, samples, residues, animal remains, and waste.
02	Yes/No	Unit contained contaminated and infectious equipment, samples, residues, animal remains, and waste.
03	Yes/No	Unit safely stored contaminated and infectious equipment, samples, residues, animal remains, and waste.

No.	Scale	Measure
04	Yes/No	Unit safely transported contaminated and infectious equipment, samples, residues, animal remains, and waste.
05	Yes/No	Unit outlined procedures of the chain of actions and associated processes from collection or identification (through processing and storage) to disposition actions.
06	Yes/No	Unit outlined procedures on how to gather samples and adhered to chain of custody of contaminated and infectious evidence.
07	Yes/No	Unit addressed procedures on how to transfer custody of contaminated and infectious evidence.
08	Yes/No	Unit identified personnel to wear personal protective equipment.
09	Yes/No	Unit ensured personnel wore appropriate personal protective equipment.
10	Yes/No	Unit appointed a safety officer to monitor operations in weapons of mass destruction (WMD) environments.
11	Yes/No	Unit identified and used appropriately contaminated and noncontaminated transportation routes.
12	Yes/No	Unit followed procedures to prevent secondary exposure and threats of WMD.

ART 6.8.3.2.2 Protect Friendly Forces Against Chemical, Biological, Radiological, and Nuclear Hazards

6-103. Units take measures to keep chemical, biological, radiological, and nuclear (CBRN) threats and hazards from adversely affecting personnel, equipment, or critical assets and facilities. (FM 3-11) (USACBRNS)

Note: ART 6.8.3.2.2 employs protective measures included hardening of systems and facilities, preventing or reducing individual and collective exposures, and applying chemoprophylaxis.

No.	Scale	Measure
01	Yes/No	Element implemented protective measures to all anticipated threats to include terrorists and the use of weapons of mass destruction or other CBRN hazards.
02	Yes/No	Element or installation detected and identified CBRN incidents.
03	Yes/No	Element or installation ensured that all emergency response personnel received necessary training to respond to a terrorist CBRN attack.
04	Yes/No	Unit employed protective measures included hardening of systems and facilities, preventing or reducing individual and collective exposures, and applying chemoprophylaxis.
05	Yes/No	Unit trained an appropriate number of unit individuals in proper use of personal protective equipment (PPE).
06	Yes/No	Unit issued individual Soldiers PPE.
07	Time	To protect personnel, maintain critical military missions, and resume essential operations.
08	Time	To warn and report a CBRN attack and the presence of contamination.
09	Time	To provide appropriate medical protection, diagnosis, and treatment for CBRN effects.
10	Percent	Of individual and collective protection equipment assets available to the unit.

ART 6.8.3.2.3 Perform Chemical, Biological, Radiological, and Nuclear Decontamination

6-104. Decontamination is the process of making any person, object, or area safe by absorbing, destroying, neutralizing, making harmless, or removing chemical or biological agents or by removing radioactive material clinging to or around it. (FM 3-11) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Unit continued its mission after decontaminating its personnel and systems.
02	Time	To delay execution of the unit concept of operations by decontamination procedures.
03	Time	To determine an appropriate decontamination site incorporating environmental considerations.
04	Time	To determine the extent of contamination.
05	Time	To move the required decontamination equipment to the decontamination site and obtain the necessary decontamination supplies.
06	Time	To decontaminate individuals, equipment, and systems.
07	Percent	Of identified unit personnel and equipment requiring decontamination.
08	Percent	Of identified unit personnel proficient in conducting decontamination operations.
09	Percent	Of identified on-hand decontamination equipment and supplies.
10	Percent	Of identified mission-capable, on-hand decontamination equipment.
11	Percent	Of identified personnel and equipment requiring decontamination.
12	Percent	Of identified types of mission-capable and on-hand decontamination equipment.
13	Percent	Of identified casualties due to improper and incomplete decontamination.

ART 6.8.4 CONDUCT CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR CONSEQUENCE MANAGEMENT

6-105. Chemical, biological, radiological, and nuclear (CBRN) consequence management comprises those consequence management actions taken to plan, prepare for, respond to, and recover from CBRN incidents that require force and resource allocation beyond passive defense capabilities. (ATP 3-11.41) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Unit ensured Department of Defense plans and policies for consequence management operations were in place.
02	Time	To coordinate emergency response plan with civil authorities.
03	Time	To identify relevant participants and determine roles and responsibilities via approved exercise.
04	Time	To develop options for decision makers.
05	Time	To assess consequences and facilitate follow-on support.
06	Time	To deploy reaction teams.
07	Time	To establish plans to distribute medicines and medical supplies when protectively isolated, fearful of the public, or concerned for security.
08	Time	To develop specific entry and exit plans in concert with local, state, and federal response plans.
09	Time	To establish coordination, communication, and contingency plans for joint and government or industry via approved exercises.
10	Time	To establish mechanisms and processes for sharing information on stockpiles and surge capacities via approved exercises.
11	Time	To establish alert and notification mechanisms via approved exercises.
12	Percent	Of forwarded actions, with developed protections against failure.
13	Percent	Of medical consequence management teams available.

ART 6.8.4.1 Respond To Chemical, Biological, Radiological, and Nuclear Incidents

6-106. Chemical, biological, radiological, and nuclear (CBRN) response addresses the short-term, direct effects of a CBRN incident. The major functions performed by response units are safeguarding lives, preserving health and safety, securing and eliminating the hazard, protecting property, preventing further damage to the environment, and maintaining public confidence in the government's ability to respond to a CBRN incident. (ATP 3-11.41) (USACBRNS)

No.	*Scale*	*Measure*
01	Yes/No	Unit provided control of weapons of mass destruction (WMD) consequence management operations for Department of Defense (DOD) and non-DOD forces.
02	Yes/No	Unit provided guidance and procedures for WMD consequence management operations.
03	Yes/No	Unit synchronized control activities with other WMD operations and higher headquarters for information sharing and decision support.
04	Yes/No	Unit ensured processes existed to integrate networked detectors to monitor the WMD incident zone.
05	Yes/No	Unit ensured procedures existed to establish and operate a WMD consequence management response control structure.
06	Yes/No	Unit ensured WMD consequence management control operations and activities were interoperable with participating forces.
07	Yes/No	Unit ensured control structure was established for WMD consequence management response.
08	Yes/No	Unit provided accurate WMD consequence management information to decision makers.
09	Yes/No	Unit provided appropriate WMD consequence management recommendations to decision makers.
10	Yes/No	Unit ensured mechanism existed to capture lessons learned.
11	Yes/No	Unit managed effectively the WMD incident information at the tactical level.
12	Yes/No	Unit ensured standardized WMD hazard alarm, warning, and reporting formats and procedures were interoperable with interagency partners.
13	Yes/No	Unit integrated WMD incident data into the common operational picture.
14	Yes/No	Unit ensured mechanism existed to rapidly disseminate WMD incident threat intelligence.
15	Yes/No	Unit ensured information on the operational impact of WMD events was integrated into the common operational picture.
16	Yes/No	Unit operated and supported the CBRN warning and reporting system.
17	Yes/No	Unit briefed participating forces on risks, hazards, and appropriate safety measures.
18	Yes/No	Unit debriefed participants upon leaving the hazard zone to collect information and identify potential secondary hazards.
19	Yes/No	Unit ensured procedures existed to conduct communications regarding the WMD incident and identified and projected hazards.
20	Yes/No	Unit ensured procedures existed to establish mutually supporting tactical- and field-level WMD reporting system that disseminates appropriate WMD consequence management intelligence and information, including potential and secondary hazards.
21	Yes/No	Unit communicated hazards that developed during the operational cycle to all key personnel at the hazard site.
22	Yes/No	Unit ensured procedures existed to contain and control contamination.
23	Yes/No	Unit ensured procedures existed to standardize the marking of hazard areas.
24	Yes/No	Unit ensured procedures existed to direct the identifying of hazard areas.
25	Yes/No	Unit ensured procedures existed to direct uncontaminated access to the incident site.

No.	Scale	Measure
26	Yes/No	Unit ensured procedures existed to control access to and from the hazard areas.
27	Yes/No	Unit ensured procedures existed to provide movement control of the affected population.
28	Yes/No	Unit ensured measures existed to enforce isolation and quarantine events.
29	Yes/No	Unit conducted crowd control.
30	Yes/No	Unit identified personnel with the correct training and equipment to respond to CBRN incident.

ART 6.8.4.1.1 Assess Chemical, Biological, Radiological, and Nuclear Incidents

6-107. Assessment activities provide the ability to predict future requirements to make necessary planning and operational adjustments. Assessment activities include threat, readiness, plans, and surveillance, detection and analysis, and associated tactics, techniques, and procedures. (ATP 3-11.41) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Unit conducted deliberate assessments of sites within its area of operations (AO).
02	Yes/No	Unit prepared to conduct consequence management operations against potential existing sites, if needed.
03	Yes/No	Unit identified specified and implied mission task for chemical, biological, radiological, and nuclear (CBRN) and explosive ordnance response units.
04	Time	To gather as much information and intelligence as possible on the site including background information on the site, imagery, maps and site sketches, routes in and out, and potential staging areas.
05	Time	To identify sample information such as the types of CBRN agents or materials that were present.
06	Number	Of identified potential CBRN hazards and sites within the AO.
07	Number	Of identified personnel who worked on the site.

ART 6.8.4.1.2 Conduct Victim and Casualty Search, Rescue, and Extraction

6-108. Units conduct chemical, biological, radiological, and nuclear (CBRN) victim and casualty search, rescue, and extraction operations using established procedures while operating in a potential contaminated environment. Units evacuate casualties to hot-zone egress points and into decontamination site and evacuate noncontaminated victims to appropriate medical or mass care facilities. (ATP 3-11.41) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Procedures existed to locate, rescue, and extract victims and casualties in a hazardous environment.
02	Yes/No	Unit established an incident command post outside of the present and potential hazard zone.
03	Yes/No	Unit established hazard zone control and zone operations in support of search, rescue, and extraction.
04	Yes/No	Search and rescue processing centers were established and operational.
05	Yes/No	Unit established proper personal protective equipment guidelines.
06	Yes/No	Measures existed to protect weapons of mass destruction victims and casualties from the effects of weapons of mass destruction and secondary hazards while in the hazardous zone.
07	Yes/No	Unit determined and established search routes.
08	Yes/No	Personnel protected victims and casualties from further contamination, exposure, or injury.
09	Yes/No	Unit coordinated, prepared, and staged search and rescue with extraction equipment.
10	Yes/No	Unit established communications.

No.	Scale	Measure
11	Yes/No	Unit sent status reports.
12	Yes/No	Units marked buildings in accordance with established search protocols.
13	Yes/No	Unit performed CBRN casualty assessment.
14	Yes/No	Units conducted buddy aid.

ART 6.8.4.2 Support Chemical, Biological, Radiological, and Nuclear Incident Recovery

6-109. Chemical, biological, radiological, and nuclear (CBRN) recovery operations occur within the context of consequence management. This task includes those actions taken to maintain or restore essential services and manage and mitigate the consequences due to a CBRN incident, including the treatment and decontamination of mass casualties as well as processing contaminated remains. (ATP 3-11.41) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Unit took action to manage and mitigate the consequences due to a CBRN incident.
02	Yes/No	Unit revised the mission-recovery plan prior to and during the recovery phase.
03	Yes/No	Unit coordinated to ensure the transfer of tasks between civil authorities and military support commanders was understood and completed.
04	Yes/No	Unit mission recovery plan addressed logistic support and resupply, protection, documentation, and reporting requirements.
05	Yes/No	Unit identified resource expenditures, losses, and environmental exposure data necessary to estimate long- and short-term health effects.
06	Yes/No	Unit provided force health protection and health service support to include personal protection, casualty-handling operations, medical screening and documentation, and critical-incident stress management.
07	Yes/No	Unit provided liaison with federal, state, local, and host-nation officials on health services support activities.
08	Time	To reestablish full mission capability and develop the short- and long-term recovery requirements.
09	Time	To decontaminate equipment, infrastructure, and terrain.
10	Time	To assist with segregating and isolating contaminated areas or materials, monitoring operations, and securing the contaminated area.
11	Time	To conduct redeployment planning and operations.
12	Number	Of military support requested to transport affected population; assist with decontamination efforts.

ART 6.8.4.2.1 Conduct Emergency Medical Treatment of Contaminated Personnel

6-110. To evaluate and properly treat contaminated personnel, they must be triaged, decontaminated, and classified to the type and seriousness of illness or injury. Medical management of contaminated casualties includes triage, basic medical treatment, decontamination, emergency medical treatment, advanced trauma management, evacuation, and continually protection of them from the chemical, biological, radiological, and nuclear elements. (FM 4-02.7) (USAMEDDC&S)

No.	Scale	Measure
01	Yes/No	Unit established a patient decontamination site.
02	Yes/No	Unit accomplished initial triage, emergency medical treatment, and decontamination on the dirty side of the hot line.
03	Yes/No	Unit rendered life-sustaining care, as required, without regard to contamination.
04	Yes/No	Unit accomplished secondary triage, advanced trauma management, and patient disposition on the clean side of the hot line.

No.	Scale	Measure
05	Yes/No	When applicable, unit implemented isolation and quarantine plans and procedures.
06	Percent	Of patients requiring decontamination before receiving medical treatment.
07	Percent	Of medical treatments degraded, delayed, or modified due to the inability to perform patient decontamination.

ART 6.8.4.2.2 Conduct Mass Casualty Decontamination Operations

6-111. Mass casualty decontamination is required when a chemical, biological, radiological, and nuclear (CBRN) incident results in a large number of casualties that require support from external forces. Personnel processing through a mass casualty decontamination operation may not have personal protective equipment and will require a fast, efficient, and effective decontamination process. In addition to a rapid response, mass casualty decontamination operations require large numbers of response personnel, equipment, and supplies. (ATP 3-11.41) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Unit prioritized the decontamination process if number of victims exceeded capability of responding unit.
02	Yes/No	Unit selected correct decontamination method.
03	Yes/No	Unit determined the need for personnel protection.
04	Yes/No	Unit properly received and accounted for personal property and determined its decontamination priority.
05	Yes/No	Unit controlled contaminated waste and runoff.
06	Yes/No	Unit continued to assess the effectiveness of decontamination method throughout the decontamination operation.
07	Time	To identified substance to set up hazard control zone.
08	Time	To establish site control measures.
09	Time	To establish triage.
10	Time	To process casualties from arrival at triage to departure from decontamination station.
11	Number	Of casualties decontaminated.

ART 6.8.4.2.3 Process Contaminated Remains

6-112. Contaminated human remains of United States personnel must be effectively decontaminated. These procedures minimize the risk of personnel who come into contact with the human remains. This process begins when unit determines remains are contaminated. When working with the remains, unit pays special attention to safety and sanitation. (ATP 4-46) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit established mass mortuary operations in a weapons of mass destruction environment.
02	Yes/No	Unit collected contaminated human remains.
03	Yes/No	Unit ensured procedures existed for chain of actions associated with contaminated human remains processing.
04	Yes/No	Unit ensured procedures adequately addressed the safe recovery and handling, packaging, marking, decontamination, processing, storage, and preparation for transport of remains and personal effects.
05	Yes/No	Unit handled, processed, stored, and transported safely human remains contaminated with chemical, biological, radiological, and nuclear materials.
06	Yes/No	Personnel qualified to wear personal protective equipment.
07	Yes/No	Personnel wore appropriate personal protective equipment.
08	Yes/No	Unit decontaminated human remains.

No.	Scale	Measure
09	Yes/No	Unit ensured adequate rest cycles for personnel conducting decontamination of human remains.
10	Yes/No	Unit ensured compliance with procedures for contaminated material and wastewater disposal.

ART 6.8.5 PROVIDE TECHNICAL CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR EXPERTISE

6-113. Technical chemical, biological, radiological, and nuclear (CBRN) expertise allows commanders to make informed decisions regarding the use of weapons of mass destruction (WMD) counterforce, CBRN defense, and CBRN consequence management capabilities. These tasks include providing CBRN threat assessments, CBRN vulnerability assessments, CBRN hazard modeling, CBRN warning and reporting, WMD forensic evidence collection, as well as integration with medical and health surveillance, casualty management, mortuary affairs, laboratory analysis, and preventive medicine. (ATP 3-11.36) (USACBRNS)

No.	Scale	Measure
01	Yes/No	Unit ensured tactical information collection, analysis, and dissemination processes were in place.
02	Yes/No	Unit collaborated and shared tactical situational awareness.
03	Yes/No	Unit disseminated information in near real time.
04	Yes/No	Unit assessed support levels of selected tactical activities.
05	Yes/No	Unit identified information requirements and processes from tactical WMD intelligence guidance.
06	Yes/No	Unit assessed the WMD operational environment.
07	Yes/No	Unit ensured WMD hazard predictive modeling information was available to the commander.
08	Yes/No	Unit assessed and characterized the impact of CBRN hazard on tactical consequence management operations.
09	Yes/No	Unit ensured staff information collection assets assessed WMD and secondary hazards.
10	Yes/No	Unit processed WMD threat intelligence rapidly to meet needs of commanders.
11	Yes/No	Unit disseminated WMD information in near real time.
12	Yes/No	Unit ensured WMD information was available to all units and teams in the operational area.
13	Yes/No	Unit checked the atmosphere for CBRN hazards.
14	Yes/No	Unit checked surfaces for CBRN hazards.
15	Yes/No	Unit checked water for CBRN hazards.
16	Yes/No	Unit checked the presence WMD hazards on humans, animals, and human remains.
17	Yes/No	Unit ensured dual-purpose units were trained and prepared to conduct WMD reconnaissance missions.
18	Time	To assess and characterize the WMD threat in the operational area.
19	Time	To assess potential implications and impacts to support of CBRN consequence management in the operational area.
20	Time	To conduct CBRN vulnerability assessment.

ART 6.8.5.1 PROVIDE TECHNICAL CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR REACHBACK

6-114. Technical reachback is the ability to contact subject matter experts when a technical issue following a chemical, biological, radiological, nuclear (CBRN) incident exceeds command and staff

capability. During post-incident activities, commanders and staffs maintain technical links with appropriate joint, federal, and state CBRN asset, and research, development, and technical communities to assure CBRN response success. Reachback should be conducted using established unit protocols. (ATP 3-11.36) (USACBRNS)

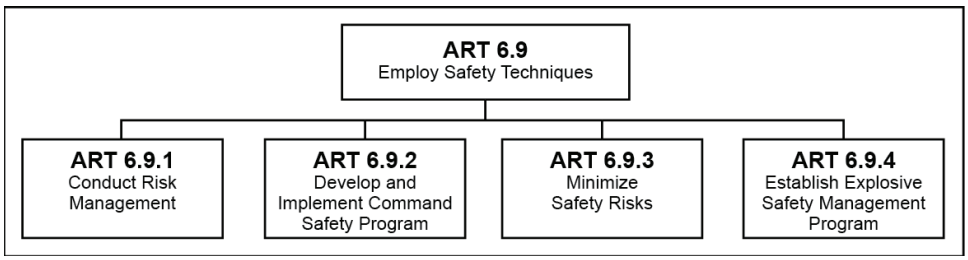
No.	*Scale*	*Measure*
01	Yes/No	Military responders were trained to detect and identify certain military warfare agents.
02	Yes/No	Military responders obtained nonstandard technical information for used or suspected toxic industrial material.
03	Yes/No	Technical reachback provided the ability for detailed analysis of the area.
04	Yes/No	Technical reachback assisted in determining downwind hazard areas and locating staging areas, operations centers, and decontamination sites.
05	Yes/No	Technical evaluation of evacuated samples provided critical information for patient treatment and evidence for prosecution.
06	Yes/No	Technical experts used modeling to provide a better indication of where vapor, liquid, or aerosolized hazards could occur.
07	Yes/No	Reachback was accomplished through various means, from the telephone to broadband satellites.

ART 6.8.5.2 Conduct Weapons of Mass Destruction Forensic Evidence Collection

6-115. Weapons of mass destruction (WMD) forensic evidence collection is conducted after a WMD incident to establish facts for attribution. The analysis of WMD forensic evidence has produced emerging needs and capabilities in support of intelligence functions, operational activities, protection, host-nation legal support, personnel recovery, and identification of superiority in different environments. (ATP 3-11.23) (USACBRNS)

No.	*Scale*	*Measure*
01	Yes/No	Unit collected WMD material in accordance with applicable law, policies, and regulation that govern WMD operations.
02	Yes/No	Unit obtained legal coordination and authorization with appropriate government agency prior to WMD forensic evidence collection.
03	Yes/No	Unit conducted appropriate collection and handling procedures.
04	Yes/No	Force included personnel trained in collection and handling procedures for WMD forensic evidence.
05	Yes/No	Unit had protective packages and containers available to safely package and transport materials.
06	Yes/No	Unit located and safeguarded key witnesses documents and other forensic evidence related to key ongoing or potential investigations.
07	Yes/No	Unit processed items of evidence for forensics analysis.
08	Yes/No	Unit maintained chain of custody.

SECTION IX – ART 6.9: EMPLOY SAFETY TECHNIQUES



6-116. Safety in the protection warfighting function identifies and assesses hazards to the force and makes recommendations on ways to mitigate those hazards. Responsibility for safety starts with the commander and continues through the chain of command to individuals. All staffs understand and factor into their analysis how their execution recommendations could adversely affect Soldiers. (ATP 5-19) (USACAC)

ART 6.9.1 CONDUCT RISK MANAGEMENT

6-117. Units identify and control hazards to protect the force and increase the chance of mission accomplishment. Units use risk management throughout the conduct (planning, preparing, executing, and assessing) of operations to recommend how to reduce tactical and accidental risk. ART 6.9.1 includes the requirement to establish, communicate, and enforce controls that reduce the risk of tactical and accident hazards. (ATP 5-19) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Unit established, communicated, and enforced tactical and accident hazard controls.
02	Yes/No	Probability of successful mission accomplishment increased because of risk management.
03	Yes/No	Casualties and equipment or building damage were reduced because of the use of risk management techniques.
04	Yes/No	Unit had and followed planning and procedures for environmental considerations.
05	Time	To employ risk management.
06	Time	To communicate controls or changes to force.
07	Percent	Of identified significant risks to mission accomplishment and force protection.
08	Percent	Of identified risks that were determined to be acceptable by the commander.
09	Percent	Of force affected by identified accident hazards.
10	Percent	Of hazards identified and mitigated to include environmental hazards.
11	Percent	Of residual risk accepted.
12	Percent	Of force affected by unidentified accident hazards.
13	Number	And types of hazards not identified affecting operation or casualties.
14	Number	Of controls averting identified accident hazards.
15	Number	Of controls averting unidentified accident hazards.

ART 6.9.2 DEVELOP AND IMPLEMENT COMMAND SAFETY PROGRAM

6-118. Units develop and implement a command safety program that includes fratricide avoidance, occupational health, risk management, fire prevention and suppression, and accident prevention programs focused on minimizing safety risks. (ADRP 3-37) (USAMSCOE)

No.	*Scale*	*Measure*
01	Yes/No	The command's published safety program incorporated the commander's safety philosophy and had realistic safety goals, objectives, and priorities.
02	Time	To modify command safety program to include new safety hazards.
03	Number	Of measures introduced to mitigate risk as a result of the risk assessment.
04	Number	Of violations of command safety program occurring within a given time.
05	Number	Of safety hazards not covered initially by command safety program.

ART 6.9.3 MINIMIZE SAFETY RISKS

6-119. Units ensure that programs and assessments (threat, hazard, capability, vulnerability, and criticality) are conducted to identify potential safety threats, to apply risk management, and to take action to abate such risks. (ADRP 3-37) (USAMSCOE)

No.	Scale	Measure
01	Time	To complete accident investigation and report.
02	Percent	Of accidents attributed to human error in last 12 months.
03	Number	Of fatalities in last 12 months.
04	Number	Of man-hours lost because of accidents in last 6 months.
05	Number	Of people with lost time because of contact with hazardous materials.
06	Number	Of people with lost time because of nonwork-related accidents.
07	Number	Of people with lost time because of work-related accidents

ART 6.9.4 ESTABLISH EXPLOSIVE SAFETY MANAGEMENT PROGRAM

6-120. Commanders must establish an explosive safety program in accordance with AR 385-10 and DA Pam 385-64. (ATP 4-35.1) (CASCOM)

No.	Scale	Measure
01	Yes/No	Written policy was established to implement AR 385-10.
02	Yes/No	Occupational and health manager was appointed per AR 385-10.
03	Yes/No	Site plans, safety submissions, and Army explosive facility designs were in accordance with explosive safety management program.
04	Percent	Of personnel qualified to provide information to the commander regarding explosive safety.
05	Percent	Of adequately resourced operations, training, construction plans, and budgets that complied with the explosive safety management program.

ART 6.9.5 PERFORM FRATRICIDE AVOIDANCE

6-121. Fratricide is the unintentional killing or wounding of friendly or neutral personnel by friendly firepower. Preventing fratricide is the responsibility of the commander, yet all Soldiers must avoid the reluctance to employ, integrate, and synchronize all the combat power at the critical time and place. (ADRP 3-37) (USAMCOE)

ART 6.9.5.1 DETECT AND ESTABLISH POSITIVE IDENTIFICATION OF FRIEND, FOE, AND NONCOMBATANTS

6-122. Units discretely and positively determine, by any means, the identity of tactical units, their equipment, and personnel, or of phenomena, such as communications-electronic patterns. Units distinguish these forces from hostile or unknown forces and means, one from the other. (ADRP 3-37) (USAMCOE)

No.	Scale	Measure
01	Yes/No	Unit was able to correctly identify other forces, equipment, and personnel in the area of operations (AO).
02	Yes/No	Unit collaborated with host-nation representatives in detecting and identifying personnel within the AO.
03	Time	To refine the force protection plan.
04	Time	Elapsed before enemy began to mimic identification or recognition procedures.
05	Time	To confirm the identified or unidentified friendly unit or system.
06	Time	To confirm the identity of an unidentified target.
07	Time	To pass a target identity to the decision maker.
08	Time	To change codes in identification, friend or foe (IFF) systems.
09	Percent	Of IFF systems operating correctly.

No.	Scale	Measure
10	Percent	Of force in AO using their IFF systems.
11	Percent	Of friendly systems in the AO destroyed by friendly fire.
12	Percent	Of casualties in the AO from friendly fire.
13	Percent	Of positive identification false negatives (friendly identified as enemy) in the AO.
14	Percent	Of positive identification false positives (enemy identified as friendly) in the AO.
15	Percent	Of units accurately reporting their locations.
16	Number	Of penetrations in the AO by unknown targets.
17	Number	Of IFF systems operating correctly in the AO.

ART 6. 9.5.2 Perform Target Detection

6-123. Units characterize detected objects as friend, enemy, or neutral. In combat operations, units discriminate among recognizable objects as friendly, neutral, or enemy, or recognize the name that belongs to the object as a member of a class. Units identify a recognized object and the specific designation of that object to determine the extent that firing or other tactical decisions concerning it could be made. This aspect of combat identification is time sensitive and directly supports a combatant's shoot or don't-shoot decision for detected objects on the battlefield. (ATP 3-20.15) (USAMCOE)

No.	Scale	Measure
01	Yes/No	Unit classified detected object as friend, foe, or neutral.
02	Yes/No	Unit determined threat level of object.
03	Percent	Of objects detected.
04	Percent	Of objects not detected.

ART 6.9.5.3 Decide Target Engagement

6-124. Units determine the appropriate application of military options and weapons resources on identified objects. Units identify the process used to execute a course of action developed to engage a target determined by situational awareness and available weapons or resources. Units select a course of action as the one most favorable to accomplish the mission. The unit's estimate of the situation contains a clear and concise statement of the line of action intended to be followed by the commander as the one most favorable to successfully accomplishing the mission. (ATP 3-20.15) (USAMCOE)

No.	Scale	Measure
01	Yes/No	Unit determined target displays hostile intent.
02	Yes/No	Unit determined if target can be engaged within rules of engagement.
03	Yes/No	Unit determined if available resources can destroy the target.
04	Yes/No	Unit determined the most favorable course of action.

ART 6.9.5.4 Engage Hostile Target

6-125. Units use military options or resources to engage a target with appropriate lethal or nonlethal weapons. Units dominate targets and protect friendly and neutral personnel. (ATP 3-20.15) (USAMCOE)

No.	Scale	Measure
01	Yes/No	Unit used appropriate weapon to engage target.
02	Yes/No	Unit protected friendly and neutral personnel.
03	Time	To engage targets.
04	Percent	Of targets suppressed.
05	Percent	Of targets destroyed.
06	Percent	Of targets not engaged.

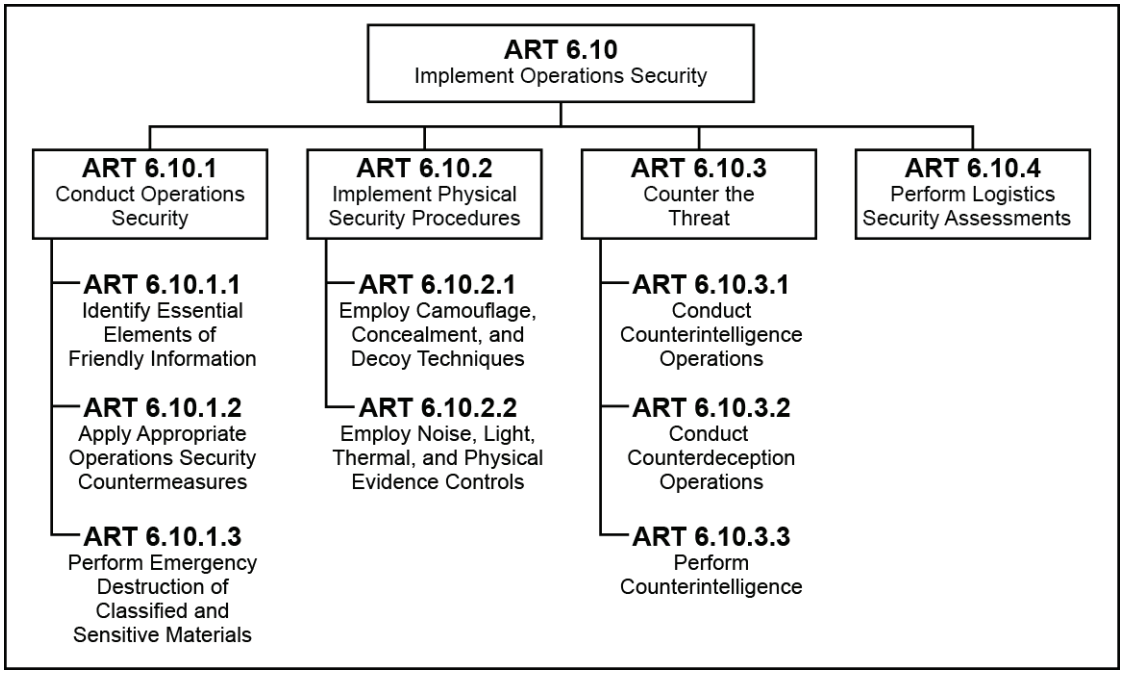
No.	Scale	Measure
07	Percent	Of risk to friendly forces to engage targets.
08	Percent	Of risk to neutral personnel to engage targets.

ART 6.9.5.5 Perform Target Engagement Assessment

6-126. Units assess the applied resources and whether the action generated the desired effects in support of the commander's fires objectives. (ATP 3-20.15) (USAMCOE)

No.	Scale	Measure
01	Yes/No	Unit used effective process to assess existing or new threats.
02	Yes/No	Unit achieved desired engagement results.
03	Yes/No	Unit used information to detect additional threats.
04	Yes/No	Unit used appropriate level of force to engage target.
05	Time	To complete engagement assessment.
06	Time	To send assessment to higher headquarters.

SECTION X – ART 6.10: IMPLEMENT OPERATIONS SECURITY



6-127. Operations security is a process of identifying essential elements of friendly information and subsequently analyzing friendly actions attendant to military operations and other activities to identify those actions that can be observed by adversary intelligence systems; determine indicators that hostile intelligence systems might obtain that could be interpreted or pieced together to derive critical information in time to be useful to adversaries; and select and execute measures that eliminate or reduce to an acceptable level the vulnerabilities of friendly actions to adversary exploitation. (ADRP 3-37) (USAMSCOE)

ART 6.10.1 CONDUCT OPERATIONS SECURITY

6-128. Units identify essential elements of friendly information (EEFI) and subsequently analyze friendly actions attendant to military operations and other activities. ART 6.10.1 identifies actions that can be observed by adversary intelligence systems and determines indicators adversary intelligence systems might

obtain that could be interpreted or pieced together to derive EEFI in time to be useful to adversaries. ART 6.10.1 also involves selecting and executing measures that eliminate or reduce to an acceptable level the vulnerabilities of friendly actions to adversary exploitation. (ADRP 3-37) (USAMSCOE)

No.	*Scale*	*Measure*
01	Yes/No	Operations security (OPSEC) compromised, degraded, delayed, or modified unit operation.
02	Time	To refine Appendix 3 (Operations Security) to Annex E (Protection) to the operation order.
03	Time	To complete OPSEC assessment in the area of operations (AO).
04	Time	To identify possible compromises of EEFI in AO.
05	Time	To identify EEFI for an operation.
06	Percent	Of increased or decreased number of security violations on combat net radios in the AO within a given period.
07	Percent	Of enemy sensor coverage in AO known to friendly forces.
08	Percent	Of successful enemy attempted penetration of friendly information systems.
09	Percent	Of information systems administrators and operators who had current OPSEC training.
10	Percent	Of identified friendly vulnerabilities in AO exploited by enemy actions.
11	Percent	Of friendly troop movements conducted without the possibility of enemy overhead surveillance (satellite and manned and unmanned aerial reconnaissance platforms).
12	Percent	Of units, facilities, and installations protected from enemy observation or surveillance.
13	Percent	Of electronic communications in AO encrypted or secured.
14	Percent	Of message traffic in AO exploited by enemy.
15	Percent	Of friendly emitters in AO exploited by enemy.
16	Percent	Of EEFI items covered by two or more measures.
17	Percent	Of enemy capabilities not covered by OPSEC measures covered by other elements such as deception and electronic warfare.
18	Percent	Of friendly plan determined from self-monitoring of EEFI.
19	Percent	Of OPSEC measures previously assessed unsatisfactory that had improved based on assessment.
20	Percent	Of OPSEC measures selected tied to vulnerability analysis.
21	Percent	Of OPSEC planners who accommodated measures required to protect trusted agent planning such as given access.
22	Percent	Of OPSEC planners who had access to compartmented planning efforts.
23	Percent	Of OPSEC planners who had input to and receive guidance and results from higher headquarters OPSEC plans and surveys.
24	Percent	Of OPSEC surveys reflected in OPSEC plans.
25	Percent	Of routine actions with timing or location changed at least weekly.
26	Percent	Of units equipped with antisurveillance sensor and sensor jamming devices.
27	Percent	Of vulnerabilities tied to specific enemy capabilities by planners.
28	Number	And types of information needed by the commander to make decisions listed as EEFI.
29	Number	Of security violations on combat net radios in the AO.
30	Number	Of instances of friendly force operational patterns repeated in the AO.

ART 6.10.1.1 Identify Essential Elements of Friendly Information

6-129. Units identify friendly vulnerabilities that are exploitable by enemies and potential adversaries. Units include recommendations concerning countermeasures and corrective action. (ADRP 5-0) (USACAC)

No.	Scale	Measure
01	Yes/No	Commander and staff identified friendly vulnerabilities that can be exploited by an enemy.
02	Time	To develop essential elements of friendly information (EEFI).
03	Time	To disseminate initial and subsequent EEFI requirements to subordinate elements of the force.
04	Time	Between updates of priority intelligence requirements.
05	Time	To disseminate to all force elements and agencies information obtained due to the answering of EEFI.
06	Time	In advance of collection that EEFI were identified.
07	Time	Since most current information regarding EEFI were last collected.
08	Time	Of turnaround to process new EEFI.
09	Percent	Of friendly activities and resource expenditures accurately predicted by friendly reference materials, checklists, and other previously prepared documents and databases.
10	Percent	Of total EEFI identified only during execution.
11	Percent	Of EEFI collected in time to meet current operational needs.
12	Percent	Of EEFI included in collection plan.
13	Number	Of EEFI not identified during planning.

ART 6.10.1.2 Apply Appropriate Operations Security Countermeasures

6-130. Units deny adversaries information about friendly capabilities and intentions by identifying, controlling, and protecting indicators associated with planning and conducting military operations. (FM 3-13) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit application of operations security (OPSEC) measures prevented the enemy from detecting the correct indicators of friendly operations until it was too late for the enemy to react.
02	Yes/No	Units changed patterns of operation on an irregular basis.
03	Time	To apply appropriate OPSEC measures.
04	Time	To brief unit information operations element and unit plans cell on OPSEC requirements.
05	Time	To identify target sets and desired effect, by priority.
06	Percent	Of OPSEC surveys reflected in OPSEC plans.
07	Percent	Of routine actions with timing or location changed at least weekly.
08	Percent	Of favorable signal security assessments.
09	Number	Of public media disclosures.
10	Number	Of critical essential elements of friendly information that must be concealed from the enemy.

ART 6.10.1.3 Perform Emergency Destruction of Classified and Sensitive Materials

6-131. Units establish and execute procedures for the emergency destruction of classified materials. (AR 380-5) (USAICOE)

No.	Scale	Measure
01	Yes/No	Emergency destruction of classified and sensitive documents and other materials was accomplished without compromising classified and sensitive information.
02	Time	To identify classified and sensitive materials for destruction.

No.	Scale	Measure
03	Time	To destroy classified and sensitive materials.
04	Time	To develop and rehearse emergency destruction procedures.
05	Percent	Of identified classified and sensitive documents and other materials identified for destruction that were actually destroyed.
06	Percent	Of classified and sensitive materials accountability procedures followed during the emergency destruction process.
07	Percent	Of mission-capable, on-hand equipment to perform emergency destruction of classified and sensitive materials.
08	Number	And types of paper shredders, thermal grenades, burn barrels, and magnets used to perform emergency destruction of classified and sensitive materials.
09	Number	And types of classified and sensitive documents and other materials destroyed.

ART 6.10.2 COUNTER THE THREAT

6-132. The task provides the commander information and intelligence support for targeting the threat forces through lethal and nonlethal fires capabilities including electronic warfare as well as information operations. Intelligence support to force protection and counterintelligence include the tactics, techniques, and procedures to deny or degrade threat information collection capabilities to access and collect information and intelligence on friendly forces. (ADRP 2-0) (USAICOE)

No.	Scale	Measure
01	Yes/No	Unit identified threat capabilities and limitations.
02	Yes/No	Unit identified friendly force vulnerabilities to threat forces.
03	Yes/No	Unit developed countermeasures to deny or degrade threat capabilities.
04	Yes/No	Unit developed countermeasures to mitigate friendly force vulnerability.
05	Yes/No	Unit identified threat capabilities and friendly forces countermeasures in sufficient time to integrate into the plan, prepare, execute, and assess operations process.
06	Yes/No	Unit disseminated countermeasures to friendly forces.
07	Time	To develop threat databases and templates.
08	Time	To develop countermeasures.
09	Percent	Of threat capabilities correctly identified.
10	Percent	Of countermeasures that effectively denied or degraded threat's ability.

ART 6.10.3 CONDUCT COUNTERDECEPTION OPERATIONS

6-133. Units conduct activities that preclude the commander from being deceived by enemy deception operations. (FM 3-13) (USACAC)

No.	Scale	Measure
01	Yes/No	Friendly course of action was not affected by enemy deception except as desired to deceive the enemy when the friendly force accepted the enemy deception story.
02	Yes/No	Unit identified adversary attempts to deceive friendly forces.
03	Time	To develop counterdeception operations options as required.
04	Percent	Of enemy deception activities detected.

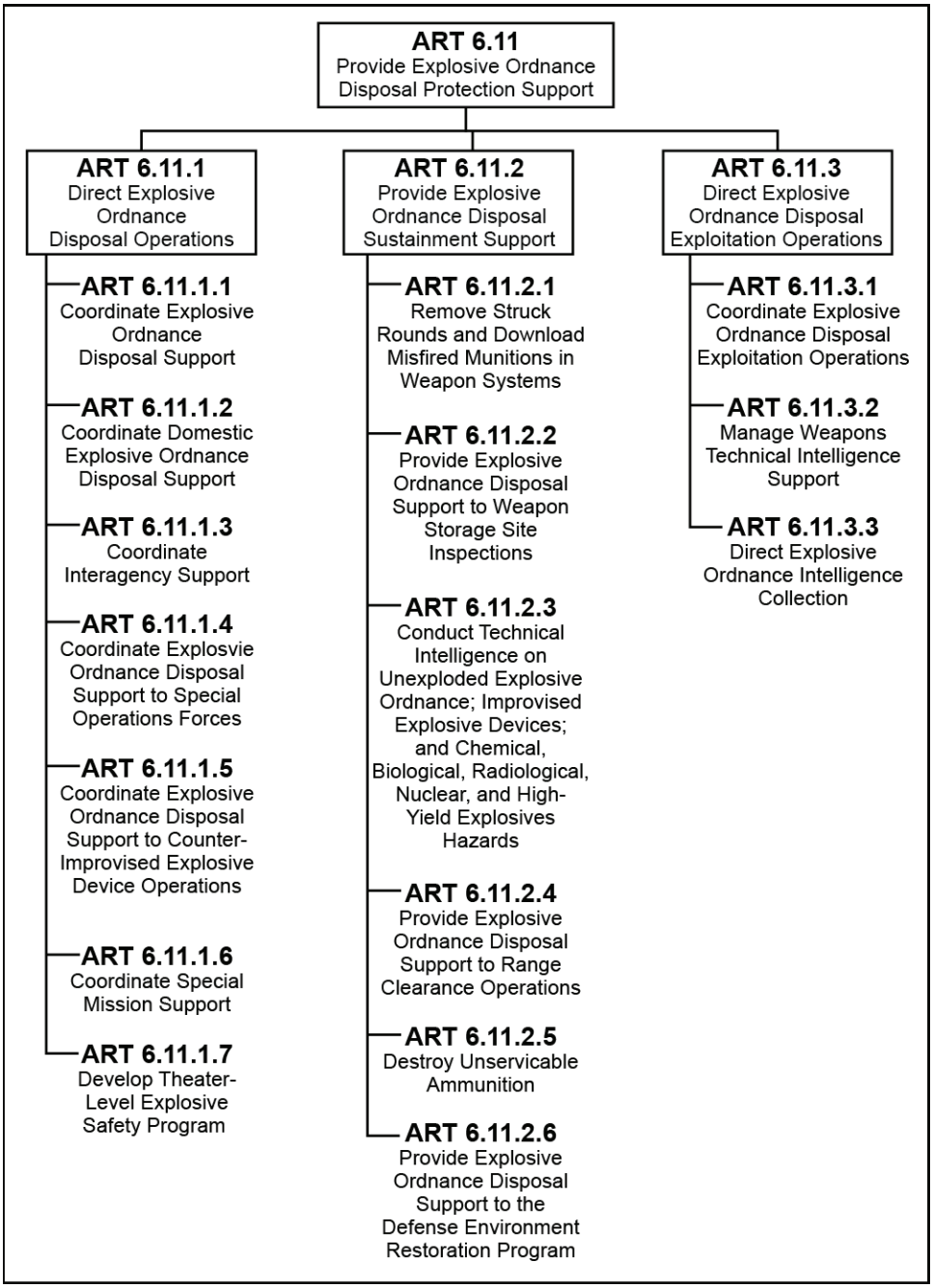
ART 6.10.4 PERFORM LOGISTICS SECURITY ASSESSMENTS

6-134. Logistics security operations is a function primarily performed by the Army Criminal Investigation Command. The logistics security function protects the Army's supply pipeline against criminal activities from the manufacturer, through logistics channels, all the way to the frontline Soldier. It involves preventing, detecting, and investigating criminal and terrorist activities such as supply diversion,

destruction, and sabotage or product substitution. The Army Criminal Investigation Command assesses logistics security to identify weaknesses and provide a prioritization of threats so that commanders can implement preventive measures to reduce the vulnerability of the logistics pipeline. Whenever possible, the Army Criminal Investigation Command will initiate actions to recover logistic losses and return them to Army control. (ATP 3-39.30) (USAMPS)

No.	*Scale*	*Measure*
01	Yes/No	Law enforcement agency personnel coordinated with higher headquarters for criminal intelligence data.
02	Yes/No	Law enforcement agency personnel coordinated with the host nation for intelligence reports and sources.
03	Yes/No	Law enforcement agency personnel identified units and activities in the operational area.
04	Yes/No	Law enforcement agency personnel determined critical assets as established by the supported commanders.
05	Yes/No	Law enforcement agency personnel developed prioritized listing of targets.
06	Yes/No	Law enforcement agency personnel interviewed relevant persons in targeted units and activities to identify weaknesses in the supply pipeline.
07	Yes/No	Law enforcement agency personnel selected supply items and examined pipeline steps from manufacturer to the frontline Soldier to identify weaknesses.
08	Yes/No	Law enforcement agency personnel examined contract specifications for select products to determine if the suppliers were adhering to the contract.
09	Yes/No	Law enforcement agency personnel examined consumer use merchandise being sold by street vendors near military facilities to determine if it may have been stolen from the supply pipeline for black marketing.
10	Yes/No	Law enforcement agency personnel developed sources and informants to uncover security threats in the logistics system and indicators of bribery and contract fraud offenses.
11	Yes/No	Law enforcement agency personnel considered undercover operations to possibly embed with military organizations.
12	Yes/No	Law enforcement agency personnel considered using technical listening equipment.
13	Yes/No	Law enforcement agency personnel reports discovered criminal information to higher headquarters for further investigation in accordance with AR 195-2.
14	Yes/No	Law enforcement agency personnel prepared a logistics security threat assessment.
15	Yes/No	Law enforcement agency personnel provided the logistics security threat assessment to higher headquarters, supported commanders, and police intelligence agencies.

SECTION XI – ART 6.11: PROVIDE EXPLOSIVE ORDNANCE DISPOSAL PROTECTION SUPPORT



6-135. Units provide support to unified land operations by detecting, identifying, conducting on-site evaluation of, rendering safe, exploiting, and achieving final disposition of all explosive ordnance. Such ordnance includes improvised explosive device (IED) and chemical, biological, radiological, nuclear, and high-yield explosives (known as CBRNE). Units provide support to joint, interagency, intergovernmental, and multinational operations as required. (FM 4-30) (CASCOM)

No.	Scale	Measure
01	Yes/No	Explosive ordnance disposal (EOD) support allowed the unit to accomplish its mission.
02	Yes/No	Collateral damage incurred during the EOD operation was within acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during the EOD operation.
04	Yes/No	Unit forwarded items and components of technical intelligence value to appropriate headquarters or agency.
05	Time	To provide EOD input to Annex E (Protection) to the operation plan or order.
06	Time	To respond to a request for EOD support.
07	Time	Delay in executing the concept of operations due to the presence of explosive ordnance.
08	Time	To gather intelligence information (what, when, where, how delivered, and type) regarding munitions.
09	Time	To identify safety requirements and considerations.
10	Time	To identify personnel, equipment, procedures, and additional support requirements.
11	Time	To coordinate with reporting agency for site support assistance, such as engineer, medical, security, and transportation.
12	Time	To clear all explosive ordnance.
13	Time	To document render-safe procedures, as conducted, for unknown ordnance, if technical intelligence data did not exist.
14	Percent	Of safety precautions enforced during EOD operations.
15	Percent	Of reported explosive ordnance rendered safe.
16	Percent	Of reported explosive ordnance rendered safe per commander's intent.
17	Percent	Of available EOD support expended on conducting bomb and sabotage device recognition and safety training.
18	Number	Of casualties during the EOD operation.
19	Number	And types of ordnance located and destroyed by EOD personnel.
20	Number	Of explosive ordnance incidents responded to within a given period.
21	Number	Of military working dogs needed for the detection of explosives.

ART 6.11.1 DIRECT EXPLOSIVE ORDNANCE DISPOSAL OPERATIONS

6-136. Explosive ordnance disposal (EOD) core skills are essential to the maneuver commander to protect the force, civil population, and critical infrastructure from the wide range of explosive ordnance to include unexploded ordnance, improvised explosive devices (IEDs), and chemical, biological, radiological, and nuclear hazards. EOD teams and platoons will provide the render safe and disposal of the hazard to ensure the mobility and protection of maneuver forces. (ATP 4-32) (CASCOM)

No.	Scale	Measure
01	Yes/No	Explosive ordnance operations conducted by EOD units kept casualty rates below established thresholds.
02	Yes/No	Unit provided explosive ordnance support.
03	Yes/No	Unit received warning order.
04	Yes/No	Unit received operation order.
05	Yes/No	Unit received fragmentary order.
06	Yes/No	Unit identified type of explosive ordnance support.
07	Time	To task-organize forces for conventional ordnance.
08	Time	To task-organize forces for improvised ordnance or counter IED operations.
09	Time	To task-organize forces for chemical, biological, radiological, and nuclear ordnance.

No.	Scale	Measure
10	Time	To task-organize forces for support to special operations forces.
11	Time	To task-organize forces for homeland defense.
12	Time	To task-organize forces for interagency support.
13	Time	To task-organize forces for special mission support.

ART 6.11.1.1 Coordinate Explosive Ordnance Disposal Support

6-137. Explosive ordnance disposal (EOD) provides the supported commander the capability to render safe and dispose of all explosive ordnance, to include unexploded ordnance, improvised explosive devices (IEDs), and improvised explosives. The ability to render safe explosive ordnance is essential in providing intelligence to target IED networks, as well as update tactics, techniques, and procedures, both enemy and friendly. EOD personnel have the ability to dispose of all types of ordnance in the safest manner possible. Ordnance that is disposed of improperly can cause damage to both personnel and property within the blast and fragmentation zone. (ATP 4-32) (CASCOM)

No.	Scale	Measure
01	Yes/No	EOD support allowed the unit to accomplish its mission.
02	Yes/No	Collateral damage incurred during the EOD operation was within acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during the EOD operation.
04	Yes/No	Unit forwarded items and components of technical intelligence value to appropriate headquarters or agency.
05	Time	To provide EOD input to Annex E (Protection) to the operation plan or order.
06	Time	To respond to a request for EOD support.
07	Time	Delay in executing the concept of operations due to the presence of explosive ordnance.
08	Time	To gather intelligence information (what, when, where, how delivered, and type) regarding munitions.
09	Time	To identify safety requirements and considerations.
10	Time	To identify personnel, equipment, procedures, and additional support requirements.
11	Time	To coordinate with reporting agency for site support assistance, such as engineer, medical, security, and transportation.
12	Time	To clear all explosive ordnance.
13	Time	To document render-safe procedures as conducted for unknown ordnance if technical intelligence data did not exist.
14	Percent	Of safety precautions enforced during EOD operations.
15	Percent	Of reported explosive ordnance rendered safe.
16	Percent	Of reported explosive ordnance rendered safe per commander's intent.
17	Percent	Of available EOD support expended on conducting bomb and sabotage device recognition and safety training.
18	Number	Of casualties during the EOD operation.
19	Number	And types of ordnance located and destroyed by EOD personnel.
20	Number	Of explosive ordnance incidents responded to within a given period.
21	Number	Of military working dogs needed for the detection of explosives.

ART 6.11.1.2 Coordinate Domestic Explosive Ordnance Disposal Support

6-138. While most support to civil authorities request for assistance will be conducted by the explosive ordnance disposal (EOD) companies, the EOD group and battalion play a vital role in ensuring that support provided by EOD is prompt and suitable for the assigned mission. (ATP 4-32) (CASCOM)

No.	Scale	Measure
01	Yes/No	The EOD support met the requirements of the requesting civil authorities.
02	Yes/No	Collateral damage during the EOD operation was within acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during the EOD operation.
04	Yes/No	Unit forwarded items and components of technical intelligence value to the appropriate headquarters or agency.
05	Time	To move from the current location to the work site.
06	Time	To determine whether the EOD support requested by a civil authority was authorized under current laws and regulations.
07	Time	To gather information about munitions (what, when, where, how delivered, and type).
08	Time	To identify safety requirements and considerations.
09	Time	To identify personnel, equipment, procedures, and additional support requirements.
10	Time	To coordinate with the requesting agency for on-scene site support assistance such as public works, medical, security, and transportation.
11	Time	To clear explosive ordnance or other explosive materials.
12	Time	To document render-safe procedures as completed for unknown ordnance if technical intelligence data did not exist.
13	Time	Spent in developing and coordinating public or Department of Defense awareness campaigns on the dangers that unexploded ordnance pose to civilians.
14	Percent	Of safety precautions enforced during the EOD operation.
15	Percent	Of reported munitions and improvised explosive devices (IEDs) rendered harmless.
16	Percent	Of reported munitions and IEDs cleared per the requesting agencies priorities.
17	Percent	Of available EOD support expended on public safety training, including mine recognition training.
18	Number	Of casualties during the EOD operation.
19	Number	And types of ordnance located and destroyed by EOD personnel.
20	Number	Of requests for assistance from civil authorities responded to within a given period.

ART 6.11.1.3 COORDINATE INTERAGENCY SUPPORT

6-139. As directed by AR 75-15, explosive ordnance disposal (EOD) personnel are provided to the United States Secret Service, Department of State, and Department of Justice upon request. (ATP 4-32) (CASCOM)

No.	Scale	Measure
01	Yes/No	The EOD support met the requirement of the requesting civil authorities.
02	Yes/No	Collateral damage during the EOD operation was mitigated or was within acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during the EOD operation.
04	Yes/No	Unit forwarded items and components of technical intelligence value to the appropriate headquarters or agency.
05	Time	To move from the current location to the work site.
06	Time	To gather information about explosive ordnance or munitions (what, when, where, how delivered, and type).
07	Time	To identify safety requirements and considerations.
08	Time	To identify personnel, equipment, procedures, and additional support requirements.
09	Time	To coordinate with the requesting agency for on-scene site support assistance such as public works, medical, security, and transportation.
10	Time	To locate explosive ordnance or other explosive materials.

No.	Scale	Measure
11	Time	To train personnel providing very important person's protection services on recognizing and practicing immediate action drills when confronted by explosive ordnance.
12	Percent	Of safety precautions enforced during an EOD operation.
13	Percent	Of reported munitions and improvised explosive devices (IEDs) located.
14	Percent	Of reported munitions and IEDs located per the requesting agencies priorities.
15	Percent	Of available EOD support expended on public safety training, including mine, IED, and explosives awareness; unexploded ordnance safety; and explosive ordnance recognition training.
16	Percent	Of available EOD support expended on supporting the United States Secret Service and State Department that provided very important persons protection.
17	Number	Of casualties during the EOD operation.
18	Number	And types of ordnance located and destroyed by EOD personnel.
19	Number	Of requests for assistance from civil authorities responded to within a given period.

ART 6.11.1.4 Coordinate Explosive Ordnance Disposal Support to Special Operations Forces

6-140. With the improvised explosive device (IED) being used as the weapon of choice by organizations around the world and being designated as an enduring threat, the need for explosive ordnance disposal (EOD) support is greater than ever. Army EOD is the Army's common solution to Army special operations forces and must be capable of supporting all required special operations forces missions. (ATP 4-32) (CASCOM)

No.	Scale	Measure
01	Yes/No	EOD support allowed the supported unit to accomplish its mission.
02	Yes/No	Unit received approval for request for forces.
03	Time	For staff to identify mission requirements.
04	Time	For staff to identify proper manning to fill request.
05	Time	For staff to task supporting unit (EOD company).
06	Time	For staff to coordinate with supported unit (special forces group).

ART 6.11.1.5 Coordinate Explosive Ordnance Disposal Support to Counter Improvised Explosive Device Operations

6-141. Designing a successful counter-improvised explosive device (C-IED) operation is a complex task. ART 6.11.1.5 involves all echelons of the joint force and is based on a framework designed to ensure the freedom of movement of friendly forces. This task enables commanders and staffs to plan and take proactive measures to identify and defeat improvised explosive device events before they are successfully employed. (ATP 4-32) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit established a C-IED task force.
02	Yes/No	Unit established a C-IED battle staff process.
03	Yes/No	Unit established theater C-IED information architecture.
04	Yes/No	Unit established theater C-IED exploitation architecture.
05	Yes/No	Unit integrated core C-IED enablers in theater.
06	Yes/No	Unit established a theater biometrics data base.
07	Yes/No	Unit identified C-IED manning requirements.
08	Yes/No	Unit integrated C-IED information requirements into the information collection plan.
09	Yes/No	Unit established C-IED equipment requirements.

No.	Scale	Measure
10	Yes/No	Unit integrated irregular warfare relevant activities into applicable boards, bureaus, centers, cells, and working groups to conduct C-IED operations.
11	Percent	Of C-IED equipment available.
12	Percent	Of C-IED training requirements established.
13	Percent	Of training requirements completed.
14	Percent	Of conventional forces personnel trained to conduct C-IED operations.
15	Percent	Of conventional forces personnel tasked to conduct C-IED operations trained in theater specific irregular warfare requirements.
16	Percent	Of conventional forces personnel qualified to train host-nation forces to conduct C-IED operations.
17	Percent	Of conventional forces personnel qualified to advise the host-nation forces to conduct C-IED operations.
18	Percent	Of conventional forces that were ready to deploy to conduct C-IED operations.
19	Percent	Of conventional forces personnel who received pre-deployment basic language training applicable to the operational area to conduct C-IED operations.
20	Percent	Of conventional forces personnel who received regional training applicable to an operational area in C-IED operations.
21	Percent	Of conventional force language proficiency billets filled to conduct C-IED operations.

ART 6.11.1.6 Coordinate Special Mission Support

6-142. Joint and multinational operations, including normal and routine military and interagency activities, are performed to dissuade or deter potential adversaries and to assure or solidify relationships with allies. (ATP 4-32) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit established the requirement for special mission support.
02	Yes/No	Unit identified the type of special mission support.
03	Time	For unit to coordinate with lead agency.
04	Time	For staff to identify mission requirements.
05	Time	For staff to identify proper manning to fill request.
06	Time	For unit to task subordinate units with mission support.
07	Time	For staff to coordinate with supported agency.

ART 6.11.1.7 Develop Theater-Level Explosive Safety Program

6-143. The joint task force, if assigned, could articulate and prioritize theater-level explosive ordnance requirements; integrate Department of Defense and multinational forces to build enabler capabilities for the commander; develop and enforce plans, policies, explosive safety, and planning standards; and collect and disseminate lessons learned to the generating force and Department of Defense strategic leadership. (FM 4-30) (CASCOM)

No.	Scale	Measure
01	Yes/No	Unit was tasked to develop explosive safety program for the theater.
02	Yes/No	Unit received approval of explosive safety program.
03	Yes/No	Unit disseminated explosive safety program to the theater.
04	Yes/No	Unit enforced explosive safety program within the theater.
05	Time	For unit to identify specific explosive threats within the theater.
06	Time	For unit to develop explosive safety program for specific explosive threats.
07	Time	For unit to provide proposed explosive safety program to the theater commander.

ART 6.11.2 PROVIDE EXPLOSIVE ORDNANCE DISPOSAL SUSTAINMENT SUPPORT

6-144. Units neutralize domestic or foreign munitions and improvised devices that present a threat to military operations and military and civilian facilities, materiel, and personnel, regardless of location. The Departments of Justice, State, and Energy may receive this support per current agreements and directives. ART 6.11.2 includes providing explosive ordnance disposal (EOD) support to the United States Secret Service, Department Departments of Justice, State, and Energy, and Department of Defense to protect the President and other designated persons. ART 6.11.2 also includes performing bomb and sabotage device recognition and safety precaution training. (FM 3-34.214) (USAES)

No.	*Scale*	*Measure*
01	Yes/No	EOD support allowed the unit to accomplish its mission.
02	Yes/No	Collateral damage was minimized to protect and respect noncombatants and their property, consistent with the mission, law of land warfare, and rules of engagement.
03	Yes/No	Unit safeguarded classified materials and publications during the EOD operation.
04	Yes/No	Unit forwarded items and components of technical intelligence value to appropriate headquarters or agency.
05	Time	To respond to a request for EOD support.
06	Time	To identify safety requirements and considerations.
07	Time	To identify personnel, equipment, procedures, and additional support requirements.
08	Time	To coordinate with reporting agency for site support assistance, such as engineer, medical, security, and transportation.
09	Time	To clear domestic or foreign munitions and improvised explosive devices that presented a threat to military operations and military and civilian facilities, materiel, and personnel.
10	Time	To document render-safe procedures as conducted for unknown ordnance if technical intelligence data does not exist.
11	Percent	Of safety precautions enforced during EOD operations.
12	Percent	Of reported munitions and improvised devices rendered safe.
13	Percent	Of available EOD support expended on conducting bomb and sabotage device recognition and safety training.
14	Number	Of casualties during the EOD operation.
15	Number	And types of ordnance located and destroyed by EOD personnel.

ART 6.11.2.1 REMOVE STUCK ROUNDS AND DOWNLOAD MISFIRED MUNITIONS IN WEAPON SYSTEMS

6-145. Removal of stuck rounds is a routine explosive ordnance disposal (EOD) operation. In a removal of stuck rounds mission, the EOD unit removes stuck rounds in mortars, artillery tubes, and other weapon systems; inspects possible unsafe ammunition removed during EOD or operator procedures to determine if it is safe for storage or transport; and destroys ammunition that EOD personnel determine to be unsafe for storage or transport. A battle damaged vehicle with ammunition on board requires EOD unit to download munitions and clear the vehicle before it can be repaired. EOD also supports the postblast investigation and performs technical intelligence on enemy weapons effects on United States vehicles through appropriate channels. (FM 3-34.214) (USAES)

No.	*Scale*	*Measure*
01	Yes/No	EOD support allowed the unit to accomplish its mission.
02	Yes/No	Collateral damage was minimized to protect and respect noncombatants and their property, consistent with the mission, law of land warfare, and rules of engagement.
03	Yes/No	Unit safeguarded classified materials and publications during EOD operations.

No.	Scale	Measure
04	Yes/No	Unit forwarded items and components of technical intelligence value to appropriate headquarters or agency.
05	Time	To identify safety requirements and considerations concerned with removal of stuck rounds or download misfired munitions.
06	Time	To identify personnel, equipment, procedures, and additional support requirements.
07	Time	To move from the current location to the work site.
08	Time	To coordinate with the requesting agency for site support assistance in areas such as engineer, medical, security, and transportation.
09	Time	To remove the stuck rounds or download misfired munitions.
10	Time	To gather intelligence and information (what, when, where, how delivered, and type) regarding munitions.
11	Time	To coordinate with reporting agency for site support assistance such as engineer, medical, security, and transportation.
12	Time	To develop and attempt render-safe procedures or conduct analysis for forensic evidence.
13	Percent	Of available EOD support assets expended on developing render-safe procedures or conducting postblast analysis.
14	Percent	Of safety precautions enforced during the EOD operation.
15	Percent	Of stuck rounds or misfired munitions identified as safe for storage or transport.
16	Percent	Of stuck rounds or misfired munitions identified as unsafe for storage or transport and destroyed.
17	Number	Of casualties during the conduct of the EOD operation.
18	Number	And types of stuck rounds removed or misfired munitions downloaded.
19	Number	And types of appropriate intelligence reports prepared within a given period.

ART 6.11.2.2 Provide Explosive Ordnance Disposal Support to Weapon Storage Site Inspections

6-146. Site exploitation operations focus on locating, characterizing, seizing, securing, and searching facilities, supplies, weapons, equipment, personnel, and infrastructures. Explosive ordnance disposal (EOD) exploitation operations may additionally include disablement operations to render chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) materiel, systems, and equipment ineffective for use against the joint, interagency, and multinational forces. Disablement operations include neutralization, incineration, destruction, confiscation, and evacuation of CBRNE and associated materials. (FM 3-34.214) (USAES)

No.	Scale	Measure
01	Yes/No	EOD support allowed the unit to accomplish its mission.
02	Yes/No	Collateral damage was minimized to protect and respect noncombatants and their property, consistent with the mission, law of land warfare, and rules of engagement.
03	Yes/No	Unit safeguarded classified materials and publications during EOD operations.
04	Time	To identify safety requirements and considerations concerned with weapon storage site inspections.
05	Time	To identify personnel, equipment, procedures, and additional support requirements.
06	Time	To move from the current location to the work site.
07	Time	To coordinate with the requesting agency for site support assistance in areas such as engineer, medical, security, decontamination, and transportation.
08	Time	To document render-safe procedures related to weapon storage site inspections.
09	Percent	Of safety precautions enforced during the EOD operation.
10	Percent	Of reported munitions rendered harmless.

No.	Scale	Measure
11	Percent	Of reported munitions cleared per the requesting agency's priorities.
12	Number	Of casualties during the conduct of the EOD operation.
13	Number	Of requests for assistance responded to in a given period.
14	Number	Of military working dogs needed for the detection of explosives.

ART 6.11.2.3 Conduct Technical Assessments on Unexploded Explosive Ordnance; Improvised Explosive Devices; and Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives Hazards

6-147. Explosive ordnance disposal (EOD) personnel provide technical support to maneuver units by identifying and requesting disposition of first seen ordnance and explosive remnants of war, improvised explosive devices (IEDs), and chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) hazards of intelligence value. At the theater level, EOD personnel also prepare and submit an appropriate intelligence report based upon type of ordnance and type of function. EOD personnel determine if items are safe for shipment and storage. EOD personnel develop and attempt render-safe procedures. EOD personnel conduct postblast analysis for forensic evidence and, if the need exists, EOD personnel can collect chemical and biological samples for analysis. EOD personnel can recognize and test for CBRNE hazards. (FM 3-34.214) (USAES)

No.	Scale	Measure
01	Yes/No	EOD support allowed the unit to accomplish its mission.
02	Yes/No	Collateral damage was minimized to protect and respect noncombatants and their property, consistent with the mission, law of land warfare, and rules of engagement.
03	Yes/No	Unit safeguarded classified materials and publications during the EOD operation.
04	Yes/No	Unit forwarded items and components of technical intelligence value to appropriate headquarters or agency.
05	Time	To respond to a request for EOD support.
06	Time	Delay to execute operations due to the conduct of technical intelligence procedures on unexploded explosive ordnance, IEDs, and CBRNE hazards.
07	Time	To gather intelligence and information (what, when, where, how delivered, and type) regarding munitions.
08	Time	To identify personnel, equipment, procedures, and additional support requirements.
09	Time	To coordinate with reporting agency for site support assistance such as engineer, medical, security, and transportation.
10	Time	To develop and attempt render-safe procedures or conduct postblast analysis for forensic evidence.
11	Time	To document render-safe procedures as conducted for unknown ordnance if technical intelligence data does not exist.
12	Time	To determine if items were safe for shipment or storage.
13	Time	To collect chemical and biological samples for analysis.
14	Percent	Of safety precautions enforced during EOD operations.
15	Percent	Of available EOD personnel expended on developing render-safe procedures or conducting postblast analysis.
16	Number	And types of appropriate intelligence reports prepared within a given period.
17	Number	Of battle damaged vehicles, buildings, or the like analyzed for postblast damage.

ART 6.11.2.4 Provide Explosive Ordnance Disposal Support to Range Clearance Operations

6-148. Range clearance operations require long-range planning. Range clearance operations are complex, have specific requirements, and vary for each range and installation. Range clearance operations and planning considerations should be covered in local plans and directives. (FM 3-34.214) (USAES)

No	*Scale*	*Measure*
01	Yes/No	Explosive ordnance disposal (EOD) support met the aim of the requesting agency.
02	Yes/No	Collateral damage was minimized to protect and respect noncombatants and their property, consistent with the mission, law of land warfare, and rules of engagement.
03	Yes/No	Unit safeguarded classified materials and publications during the EOD operation.
04	Yes/No	Unit forwarded items and components of technical intelligence value to appropriate headquarters or agency.
05	Time	To move from the current location to the work site.
06	Time	To identify safety requirements and considerations concerned with ordnance found during range clearance.
07	Time	To identify personnel, equipment, procedures, and additional support requirements.
08	Time	To clear ordnance from the range clearance site.
09	Time	To coordinate with the reporting agency for site support assistance in areas such as engineer, medial, security, and transportation.
10	Time	To document render-safe procedures, as completed, for unknown ordnance if technical intelligence data did not exist.
11	Percent	Of safety precautions enforced during the EOD operation.
12	Percent	Of reported munitions destroyed or rendered safe.
13	Percent	Of reported munitions rendered safe per the requesting agency's priorities.
14	Number	Of casualties during the conduct of the EOD operation.
15	Number	And types of chemical, biological, radiological, and nuclear munitions destroyed or rendered harmless.
16	Number	Of requests for assistance responded to in a given period.

ART 6.11.2.5 Destroy Unserviceable Ammunition

6-149. Units supervise or assist in the routine destruction of unserviceable or surplus ammunition upon the request of an accountable agency. (FM 3-34.214) (USAES)

No.	*Scale*	*Measure*
01	Yes/No	Explosive ordnance disposal (EOD) support accomplished the intent of the requesting agency.
02	Yes/No	Collateral damage was minimized to protect and respect noncombatants and their property, consistent with the mission, law of land warfare, and rules of engagement.
03	Yes/No	Unit safeguarded classified materials and publications during EOD operation.
04	Time	To identify safety requirements and considerations concerned with destruction of the unserviceable or surplus ordnance.
05	Time	To identify personnel, equipment, procedures, and additional support requirements.
06	Time	To move from the current location to the work site.
07	Time	To coordinate with the reporting agency for site support assistance, in areas such as engineer, medical, security, and transportation.
08	Time	To destroy the unserviceable and surplus ordnance.
09	Percent	Of safety precautions enforced during the EOD operation.
10	Percent	Of nominated ordnance destroyed or rendered safe.

No.	Scale	Measure
11	Number	Of nominated ordnance destroyed or rendered safe per the requesting agencies priorities.
12	Number	Of casualties during the execution of the EOD operation.
13	Number	And types of ordnance destroyed by EOD personnel.

ART 6.11.2.6 Provide Explosive Ordnance Disposal Support to the Defense Environmental Restoration Program

6-150. Units provide explosive ordnance disposal (EOD) support to agencies restoring the environment at military installations. (FM 3-34.214) (USAES)

No	Scale	Measure
01	Yes/No	EOD support met the aim of the requesting authorities.
02	Yes/No	Collateral damage was minimized to protect and respect noncombatants and their property, consistent with the mission, law of land warfare, and rules of engagement.
03	Yes/No	Unit safeguarded classified materials and publications during EOD operation.
04	Yes/No	Unit forwarded items and components of technical intelligence value to appropriate headquarters or agency.
05	Time	To move from the current location to the work site.
06	Time	To identify safety requirements and considerations concerned with the ordnance found during environment restoration projects.
07	Time	To identify personnel, equipment, procedures, and additional support requirements.
08	Time	To clear ordnance from the environmental restoration project site.
09	Time	To coordinate with the reporting agency for site support assistance, such as engineer, medical, security, and transportation.
10	Time	To document render-safe procedures as completed for unknown ordnance if technical intelligence data does not exist.
11	Percent	Of safety precautions enforced during the EOD operation.
12	Percent	Of reported munitions rendered safe.
13	Number	Of causalities during the conduct of the EOD operation.
14	Number	And types of ordnance located and destroyed by EOD personnel.
15	Number	Of requests for assistance responded to in a given period.

ART 6.11.3 DIRECT EXPLOSIVE ORDNANCE DISPOSAL EXPLOITATION OPERATIONS

6-151. Explosive ordnance disposal (EOD) units from group to platoon provide the supported commander and staff specialized enablers such as technical intelligence and exploitation assets focused on weapons and ordnance. EOD leadership and staff provide a special staff capability and subject matter expertise concerning all facets of explosive ordnance; improvised explosive devices; chemical, biological, radiological, and nuclear threats and hazards; and technical exploitation. (ATP 4-32) (CASCOM)

No.	Scale	Measure
01	Yes/No	Information and intelligence collected or produced by the EOD unit allowed for the targeting of individuals or groups and the changing of tactics, techniques, and procedures.
02	Yes/No	Unit received operation order or fragmentary order.
03	Time	For S-3 to develop common memory aids.
04	Time	For S-3 to organize a liaison with agencies for sharing EOD common intelligence.
05	Time	For S-3 to coordinate the collection, evaluation, and exploration of actionable explosive ordnance intelligence and information.

No.	Scale	Measure
06	Time	For S-3 to coordinate policy for the exchange of EOD technical intelligence or information with joint, interagency, intergovernmental, and multinational agencies; the United Nations; nongovernmental organizations; and other government agencies.
07	Time	For S-3 to accumulate information to pass on to follow-on forces for continuity of operations.
08	Time	For S-3 to coordinate policy for gathering or accumulating explosive ordnance, technical intelligence, and weapons information.
09	Time	For commander, S-2, and S-3 to define technical intelligence requirements and priorities.
10	Time	For S-2 and S-3 to advise the operational staff of munitions use and explosive ordnance generation during the targeting process.
11	Time	For S-2 and S-3 to obtain and analyze information regarding munitions employed in the targeting process.

ART 6.11.3.1 Coordinate Explosive Ordnance Disposal Exploitation Operations

6-152. Explosive ordnance disposal (EOD) expertise resident within exploitation labs and commanders and staff at the various levels of EOD formations continue the exploitation, weapons technical intelligence analysis, and dissemination of results to the supported maneuver staff to aid in the targeting of enemy networks. (ATP 4-32) (CASCOM)

No.	Scale	Measure
01	Yes/No	Information and intelligence collected or produced by the EOD unit allowed for the targeting of individuals or groups and the changing of tactics, techniques, and procedures.
02	Yes/No	Unit received operation order or fragmentary order.
03	Time	For S-3 to develop common memory aids.
04	Time	For S-3 to organize a liaison with agencies to share EOD common intelligence.
05	Time	For S-3 to coordinate the collection, evaluation, and exploration of actionable explosive ordnance intelligence and information.
06	Time	For S-3 to coordinate policy for the exchange of EOD technical intelligence and information with joint, interagency, intergovernmental, multinational agencies; the United Nations; nongovernmental organizations; and other government agencies.
07	Time	For S-3 to accumulate information to pass on to follow-on forces for continuity of operations.
08	Time	For S-3 to coordinate policy for gathering or accumulating explosive ordnance, technical intelligence, and weapons information.
09	Time	For commander, S-2, and S-3 to define technical intelligence requirements and priorities.
10	Time	For S-2 and S-3 to advise the operational staff of munitions use and explosive ordnance generation during the targeting process.
11	Time	For S-2 and S-3 to obtain and analyze information regarding munitions employed in the targeting process.

ART 6.11.3.2 Manage Weapons Technical Intelligence Support

6-153. Explosive ordnance disposal (EOD) personnel resident in several intelligence organizations will continue to provide requisite expertise to continual collection efforts of adversarial weapons and ordnance within the weapons technical intelligence construct. (ATP 4-32) (CASCOM)

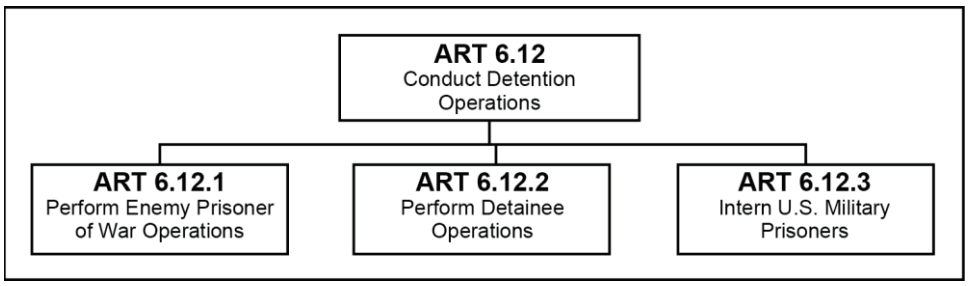
No.	Scale	Measure
01	Yes/No	EOD support allowed the unit to accomplish its mission.
02	Yes/No	Collateral damage incurred during EOD operation was within acceptable limits.
03	Yes/No	Unit safeguarded classified materials and publications during the EOD operation.
04	Yes/No	Unit forwarded items and components of technical intelligence value to appropriate headquarters or agency.
05	Time	To provide timely support to theater operation requests.
06	Time	To coordinate with reporting agency for site support assistance such as engineer, medical, security, and transportation.
07	Time	To identify personnel, equipment, procedures, and additional support requirements.
08	Time	To manage gathered information (what, when, where, how delivered, and type) regarding munitions.
09	Time	To document render-safe procedures as conducted for unknown ordnance if technical intelligence data did not exist.
10	Time	To determine if items were safe for shipment or storage.
11	Time	To manage chemical and biological samples for analysis.
13	Percent	Of safety precautions enforced during EOD operations.
14	Percent	Of available EOD personnel expended on developing render-safe procedures or conducting post blast analysis.
15	Number	And types of appropriate intelligence reports prepared within a given period.
16	Number	Of battle damaged vehicles, buildings, or the like analyzed for post blast damage.

ART 6.11.3.3 Direct Explosive Ordnance Intelligence Collection

6-154. Explosive ordnance disposal (EOD) teams are the primary collectors of information on explosive ordnance and perform the first technical assessment of found or captured weapons and ordnance. (ATP 4-32) (CASCOM)

No.	Scale	Measure
01	Yes/No	Collection enhanced understanding of the threat.
02	Yes/No	Unit received commander's critical information requirements.
03	Time	To prioritize and allocate resources.
04	Time	To plan requirements and assess collection.
05	Time	To identify explosive ordnance items of concern.
06	Time	To develop technical intelligence ordnance collection list.
07	Time	To task intelligence collection.
08	Time	To process and analyze information.
09	Time	To process collected documents and media.
10	Percent	Of intelligence produced from analyzed information.
11	Number	Of high-payoff targets identified.

SECTION XII – ART 6.12: CONDUCT DETENTION OPERATIONS



6-155. Detention involves the detainment of a population or group that poses some level of threat to military operations. Detention operations are conducted by military police to shelter, sustain, guard, protect, and account for populations (detainees or United States [U.S.] military prisoners) as a result of military or civil conflict or to facilitate criminal prosecution. Detainee operations require detailed advanced planning. The Detainee Treatment Act of 2005, DODD 2310.01E, and the Geneva Conventions mandate that all individuals captured, detained, evacuated, or held by U.S. forces will be treated humanely. This policy applies from the moment they are under the control of U.S. forces until the detainees' disposition is determined. A detainee disposition describes the intended status of a detainee's liberty, detention, or fate upon release from Department of Defense (DOD) control. No person in the custody or under the control of the DOD, regardless of nationality or physical location, shall be subject to torture or cruel, inhumane, or degrading treatment or punishment, in accordance with and as defined in U.S. law. (U.S. military prisoners are covered under ART 6.12.3 [Intern United States Military Prisoners]). (FM 3-39) (USAMPS)

Note: ART 4.1.7.1.4 (Provide Engineer Support to Bases and Installations) addresses the construction, management, and maintenance of bases and installations to include facilities such as those required for the detention of detainees.

No.	*Scale*	*Measure*
01	Yes/No	Detention activities did not prevent or seriously interfere with accomplishment of the unit's primary tactical mission.
02	Yes/No	U.S. forces performing detention activities observed international laws of war, U.S. laws and regulations, rules of engagement, and status-of-forces agreements.
03	Yes/No	U.S. forces performing detention activities observed local customs, mores, and taboos when possible.
04	Yes/No	Detainees received adequate amounts of appropriate food, water, clothing, housing, and medical care.
05	Yes/No	U.S. forces established and maintained order in detention facilities.
06	Yes/No	U.S. forces took environmental regulations, laws, and considerations into account during planning and followed them during procedures.
07	Time	To refine plans for the collection and detention of detainees.
08	Time	To move detainees to their respective detention facilities from point of capture and detainee collection point.
09	Time	To construct camps to house detainees.
10	Time	To develop and enforce detention control measures, such as lists of controlled supplies and contraband.
11	Time	To forward information of potential intelligence value to unit intelligence staff.
12	Time	From capture to detention of civilian internees.
13	Time	To assign International Serial Number.

No.	Scale	Measure
14	Percent	Of interned detainees requiring medical treatment provided in the area of operations (AO).
15	Percent	Of interned detainees requiring medical treatment requiring evacuation out of the AO.
16	Percent	Of friendly force personnel in the AO involved in maintaining detention facilities.
17	Percent	Of detained civilians released after interrogation.
18	Percent	Of unit sustainment requirements provided for detainees.
19	Percent	Of unit sustainment capabilities needed to support detention operations.
20	Number	Of civilian internees who can be resettled within a given time.
21	Number	Of civilian internees.
22	Number	Of supplies by type needed to support detention operations.
23	Number	Of detainees detained.
24	Number	Of established facilities to detain civilian internees.
25	Number	Of detention facilities established.
26	Number	Of military working dogs needed for patrol or the detection of narcotics and explosives.
27	Ratio	Of guards to detainees or civilian internees.

ART 6.12.1 PERFORM ENEMY PRISONER OF WAR OPERATIONS

6-156. This ART covers how units provide safe and humane treatment for enemy prisoners of war (EPWs). This task includes the collection, screening, processing, transfer, detention, safeguarding, and release of EPWs. (FM 3-63) (USAMPS)

No.	Scale	Measure
01	Yes/No	Conduct of detention activities did not prevent or seriously interfere with accomplishment of the unit's primary tactical mission.
02	Yes/No	United States (U.S.) forces conducting detention activities observed international laws of war, U.S. laws and regulations, rules of engagement, and U.S. and host-nation agreements.
03	Yes/No	U.S. forces conducting detention activities observed local customs, mores, and taboos when possible.
04	Yes/No	EPWs received necessary food, water, pay, clothing, housing, and medical care.
05	Yes/No	U.S. forces established and maintained order in EPW facilities.
06	Yes/No	U.S. forces conducting detention activities employed biometrics to manage EPW processing, validation, and movement.
07	Time	To construct facilities to detain EPWs.
08	Time	To develop and enforce detention control measures, such as lists of controlled supplies and contraband.
09	Time	To conduct repatriation operations at the end of hostilities.
10	Percent	Of EPWs requiring medical treatment in the area of operations (AO).
11	Percent	Of EPWs requiring medical treatment that required evacuation out of the AO.
12	Percent	Of unit sustainment capabilities needed to support detention operations.
13	Number	Of EPWs.
14	Number	Of facilities established to intern EPWs.
15	Number	Of military working dogs needed for patrol or the detection of narcotics and explosives.
16	Number	Of dollars paid to EPWs for work performed.
17	Number	Of retained persons used to support EPW operations.
18	Ratio	Of guards to EPWs.

ART 6.12.2 PERFORM DETAINEE OPERATIONS

6-157. This ART covers how units provide safe and humane treatment for civilian internees and combatants not classified as enemy prisoners of war (EPWs) in accordance with the Geneva Conventions. This task includes the collection, screening, processing, transfer, detention, safeguarding, and release of EPWs. (FM 3-63) (USAMPS)

No.	*Scale*	*Measure*
01	Yes/No	Conduct of detention activities did not prevent or seriously interfere with accomplishment of the unit's primary tactical mission.
02	Yes/No	United States (U.S.) forces conducting detention activities observed international laws of war, U.S. laws and regulations, rules of engagement, and U.S. and host-nation agreements.
03	Yes/No	U.S. forces conducting detention activities observed local customs, mores, and taboos when possible.
04	Yes/No	Civilian internee's members of armed groups received necessary food, water, pay, clothing, housing, and medical care.
05	Yes/No	U.S. forces established and maintained order in detention facilities.
06	Yes/No	U.S. forces conducting detention activities employed biometrics to manage detainee processing, validation, and movement.
07	Time	To construct facilities to detain detainees.
08	Time	To develop and enforce detention control measures, such as lists of controlled supplies and contraband.
09	Time	To conduct repatriation operations at the end of hostilities.
10	Percent	Of detainees requiring medical treatment in the area of operations (AO).
11	Percent	Of detainees requiring medical treatment that required evacuation out of the AO.
12	Percent	Of unit sustainment capabilities needed to support detention operations.
13	Number	Of detainees.
14	Number	Of established facilities to detain detainees.
15	Number	Of military working dogs needed for patrol or the detection of narcotics and explosives.
16	Ratio	Of guards to detainees.

ART 6.12.3 INTERN UNITED STATES MILITARY PRISONERS

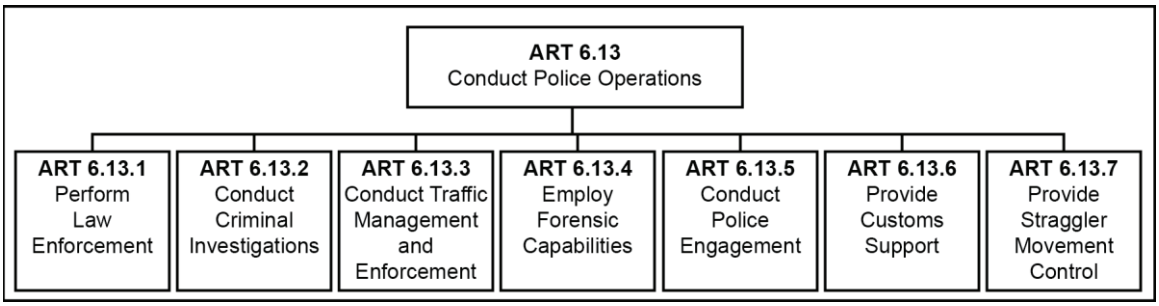
6-158. Units detain, sustain, protect, and evacuate United States (U.S.) military prisoners. ART 6.12.3 includes the establishment of temporary detention facilities. It also includes the operation of long-term confinement facilities. (FM 3-39) (USAMPS)

Note: This task links to ART 6.12 (Conduct Detention Operations).

No.	*Scale*	*Measure*
01	Yes/No	Unit detained, sustained, and protected U.S. military prisoners until their trials were completed and their sentences were served.
02	Yes/No	Unit retained U.S. military prisoners in custody until trial or until transferred to a field confinement facility.
03	Yes/No	Unit evacuated convicted prisoners from the area of operations (AO) per policy or law.
04	Yes/No	Unit evaluated the operation to include identifying the location of temporary detention facilities for U.S. military prisoners.
05	Yes/No	Unit evacuated U.S. military prisoners from the forward battle area confinement facility to the support area confinement facility as conditions warranted.
06	Yes/No	Unit established a field detention facility in the AO.

No.	Scale	Measure
07	Yes/No	The confinement facility staff protected and sustained U.S. military prisoners.
08	Yes/No	The confinement facility staff prevented the disruption of facility operations by enemy attack.
09	Number	Of U.S. military prisoners detained or evacuated from AO.
10	Number	Of cases where confinement facility medical section provided immediate problem solving and crisis intervention to U.S. military prisoners interned at the facility.
11	Number	Of prisoner movements or transfers following specified routes.
12	Number	Of U.S. military prisoners picked up and transported with proper written authorization.
13	Number	Of U.S. military prisoners sent to higher headquarter confinement facilities within 72 hours of arrival.
14	Number	Of those U.S. military prisoners requiring special billeting and accountability provided health and welfare items while still retaining proper custody and control.
15	Number	Of U.S. military prisoners escaping from confinement facilities in the AO.
16	Number	Of military working dogs needed for patrol or the detection of narcotics and explosives.

SECTION XIII – ART 6.13: CONDUCT POLICE OPERATIONS



6-159. Police operations encompass policing and the associated law enforcement activities to control and protect populations and resources to facilitate the existence of a lawful and orderly environment. Police operations and the associated skills and capabilities inherent in that function provides the fundamental base on which all other military police disciplines are framed and conducted. (ATP 3-39.10) (USAMPS)

No.	Scale	Measure
01	Yes/No	Unit suppressed criminal behavior in the unit area of operations (AO).
02	Yes/No	Unit coordinated with the appropriate United States, coalition, and host-nation authorities for police operational support.
03	Yes/No	Unit coordinated actions to remove conditions promoting crime.
04	Yes/No	Unit performed civilian police functions including investigating crimes and making arrests.
05	Yes/No	Unit conducted special police operations requiring formed units, including investigations and arrests.
06	Yes/No	Unit provided guidance on rules for use of force, rules of engagement, and rules of interaction.
07	Yes/No	Unit developed plans and standard operating procedures concerning law enforcement operations, in conjunction with the staff judge advocate.
08	Percent	Of time military police subordinate elements conducted police missions.
09	Percent	Of criminal behavior suppressed in the AO.
10	Percent	Of military police assets distributed to conduct police operations per the plan.
11	Number	Of serious crimes—such as crimes against the United States, political crimes, and war crimes—referred to the Army Criminal Investigation Command for investigation within a given time.

No.	Scale	Measure
12	Number	Of crimes reported within a given time.
13	Number	Of unlawful incidents not covered by existing or established policy or standard operating procedures.
14	Number	Of military working dogs needed for patrol or the detection of narcotics and explosives.

ART 6.13.1 PERFORM LAW ENFORCEMENT

6-160. Law enforcement is those activities performed by personnel authorized by legal authority to compel compliance with, and investigate violations of, laws, directives, and punitive regulations. Law enforcement occurs in support of governance and the rule of law; for law enforcement to occur, a legal system must exit. Typically, law enforcement is performed by personnel trained as police officers who are held directly accountable to the governmental source of their authority. (ATP 3-39.10) (USAMPS)

No.	Scale	Measure
01	Yes/No	The conduct of law enforcement operations helped the commander maintain the efficiency of command.
02	Yes/No	Staff briefed and monitored military police sections.
03	Yes/No	Environmental regulations, laws, and considerations were taken into account during planning and present in procedures being followed.
04	Percent	Of crimes or incidents resolved within 30 days.
05	Percent	Of requests for rail and road movement escorts met.
06	Percent	Of security force requirement available to meet operational needs.
07	Number	Of serious crimes—such as crimes against the United States, political crimes, and war crimes—referred to the Army Criminal Investigation Command for investigation.
08	Number	Of military working dogs needed for patrol or the detection of narcotics and explosives.

ART 6.13.2 CONDUCT CRIMINAL INVESTIGATIONS

6-161. Units investigate offenses against Army forces or property committed by persons subject to military law. This includes minor crimes and major incidents involving death, serious bodily injury, and war crimes. Units perform host-nation training and support pertaining to criminal investigations. (ATP 3-39.12) (USAMPS)

Note: This task links to ART 7.3.2.3 (Perform Host-Nation Police Training and Support) and ART 7.4.1 (Provide Support for Domestic Civil Law Enforcement Agencies).

No.	Scale	Measure
01	Yes/No	Law enforcement agency personnel investigated and referred offenses against Army forces or property committed by persons subject to military law.
02	Yes/No	Law enforcement agency personnel monitored all ongoing investigations in the theater of operations and received final reports from subordinate elements.
03	Yes/No	Law enforcement agency personnel coordinated with Army Criminal Investigation Command for investigation of all major incidents (deaths, serious bodily injury, and war crimes).
04	Yes/No	Law enforcement agency personnel took control of crime scene.
05	Yes/No	Law enforcement agency personnel identified personnel involved in the crime.
06	Yes/No	Law enforcement agency personnel formulated investigative plan.
07	Yes/No	Law enforcement agency personnel processed crime scene.
08	Yes/No	Law enforcement agency personnel processed maintain chain of custody for all collected evidence.

No.	Scale	Measure
09	Yes/No	Law enforcement agency personnel released crime scene to appropriate individuals.
10	Yes/No	Law enforcement agency personnel pursued immediate investigative leads.
11	Yes/No	Law enforcement agency personnel documented all interviews, law enforcement interrogations, and observations conducted in the investigation.
12	Yes/No	Law enforcement agency personnel modified standard interview and law enforcement interrogation techniques to overcome any language barriers and cultural differences.
13	Yes/No	Law enforcement agency personnel investigators maintained a disciplined and systematic approach in their questioning during interviews and law enforcement interrogation.
14	Yes/No	Law enforcement agency personnel conducted follow-up investigations as necessary.
15	Yes/No	Law enforcement agency personnel coordinated investigative efforts with the supporting judge advocate office.
16	Yes/No	Law enforcement agency personnel prepared final report to close the case.
17	Time	To conduct crime analysis.
18	Percent	Of investigations of major reported incidents.
19	Percent	Of investigations of minor reported incidents.
20	Percent	Of investigations conducted and reported per AR 195-2.
21	Percent	Of returns on deficient reports of investigations for corrective action or for further investigative activity.
22	Percent	Of crime analysis performed correctly.
23	Percent	Of case documents and required reports prepared per legal, regulatory, and standard operating procedure guidance.
24	Number	Of hotline complaints referred to criminal investigation division or military police investigation.

ART 6.13.3 CONDUCT TRAFFIC MANAGEMENT AND ENFORCEMENT

6-162. Units develop and implement plans and policies concerning traffic flow, traffic safety, and enforcement of traffic laws. Units conduct traffic accident investigation and prevention as well as implement traffic control studies, surveys, and necessary traffic enforcement programs. They assist in implementing traffic education and safety programs. In support of the deployed operational commander, units maintain the security and viability of the strategic and tactical lines of communications so commanders can deploy and employ their forces. Units support the commander's freedom of movement by operating traffic control posts, defiles, or mobile patrols; erecting route signs on main or alternate supply routes; or conducting a reconnaissance for bypassed or additional routes. Units conduct traffic studies for the ground commander and provide recommendations to ensure trafficability on critical routes including identification of reserved or restricted routes, traffic control measures, and other protection measures. Units provide a permanent representative to the highway traffic headquarters in the theater of operations. Units conduct host-nation training and support pertaining to traffic management and enforcement. (FM 3-39) (USAMPS)

Note: This task links to ART 7.3.2.3 (Perform Host-Nation Police Training and Support), ART 6.4 (Conduct Operational Area Security), ART 7.3.3.2 (Control Movement of Dislocated Civilians), ART 7.3.3.4 (Conduct Populace and Resource Control), and ART 7.4.1 (Provide Support for Domestic Civil Law Enforcement Agencies).

No.	Scale	Measure
01	Yes/No	Unit had appropriate plans, policies, and procedures for traffic control.
02	Yes/No	Law enforcement agency personnel prepared the traffic control plan.

No.	Scale	Measure
03	Yes/No	Law enforcement personnel coordinated traffic control activities with other headquarters, staff offices, and civil authorities.
04	Yes/No	Law enforcement agency personnel enforced traffic laws, regulations, and orders.
05	Yes/No	Traffic control devices were recommended and implemented.
06	Yes/No	Unit assisted in accident prevention and vehicle safety programs.
07	Yes/No	Law enforcement personnel investigated and reported traffic accidents.
08	Yes/No	Law enforcement personnel operated traffic control posts (on the installation) and main supply route control points (in the theater of operations).
09	Yes/No	Unit reported information concerning traffic, road usage, and progress of movements.
10	Yes/No	Unit performed route reconnaissance.
11	Yes/No	Unit reported any information of intelligence or law enforcement value.
12	Yes/No	Unit implemented alternate or temporary routes for traffic.
13	Percent	Of traffic escort and convoy escort duties.
14	Percent	Of other duties involving security, law enforcement, and crime prevention.
15	Number	Of trafficability studies and assessments that were conducted.

ART 6.13.4 EMPLOY FORENSIC CAPABILITIES

6-163. Units employ forensic capabilities, including the use of forensic evidence and biometric identification, via site exploitation activities through numerous modes such as fingerprints, deoxyribonucleic acid (known as DNA), iris scans, firearm and tool mark analysis, and forensic examination of crime scenes and incident sites. Forensic and biometric evidence may be collected in support of criminal investigations involving crimes committed by persons against Army forces or property under the jurisdiction of military law enforcement personnel. This includes minor crimes and major incidents involving rape, sexual assault, death, serious bodily injury, and war crimes. Forensic and biometric capabilities also can support tactical operations with forensic analysis of exploited collected evidence, identification of personnel, or other investigatory requirements. Units support operational commanders by identifying threat personnel, organizations, and processes to enable appropriate engagement by military forces. Units conduct host-nation training and support pertaining to forensic and biometric capabilities. (FM 3-39) (USAMPS)

Note: This task links to ART 7.3.2.3 (Perform Host-Nation Police Training and Support) and ART 7.4.1 (Provide Support for Domestic Civil Law Enforcement Agencies).

No.	Scale	Measure
01	Yes/No	Force included personnel trained in recognition, preservation, collection, handling procedures, and processing of evidence and forensics material.
02	Yes/No	Unit recognized items of potential evidence or forensic value to be collected.
03	Yes/No	Unit located and safeguarded key witnesses and preserved documents, and other evidence and forensic material related to key ongoing or potential investigations or the site exploitation.
04	Yes/No	Protective packages and containers were available to safely package and transport materials.
05	Yes/No	Unit maintained chain of custody.
06	Time	To process collected evidence and forensic material.
07	Number	Of items of evidence and forensic material processed for analysis.
08	Number	Of processed items used to support criminal investigations and prosecution or to support protection efforts and targeting actions in support of military operations.

ART 6.13.5 CONDUCT POLICE ENGAGEMENT

6-164. Police engagement is a type of Soldier and leader engagement that occurs among police personnel, organizations, or populations for maintaining social order. Military police and Army Criminal Investigation Command personnel engage local, host-nation, and coalition police partners; police agencies; civil leaders; and local populations for critical information that can influence military operations or destabilize an area of operations (AO). (ATP 3-39.10) (USAMPS).

Note: This task links to ART 7.3.2.3 (Perform Host-Nation Police Training and Support) and ART 7.4.1 (Provide Support for Domestic Civil Law Enforcement Agencies).

No.	*Scale*	*Measure*
01	Yes/No	Police engagement did not violate United States (U.S.) Code and applicable Department of Defense and Army regulations against collecting intelligence on U.S. persons.
02	Yes/No	Public information venues were used to conduct police engagement with the local populace and community leaders.
03	Yes/No	Unit coordinated funds to establish and maintain a police informant operation.
04	Yes/No	Unit identified patterns or trends relevant to proactive police operations.
05	Yes/No	Unit analyzed police information and produced actionable police and criminal intelligence.
06	Yes/No	Unit recruited and developed law enforcement informants in the AO.
07	Yes/No	Police engagement concept of operations and coordinating instructions developed for the operation plan and order as required.
08	Yes/No	Police engagement was actively employed with other government and nongovernment agencies.
09	Yes/No	All personnel were informed of specific informational themes to use when conducting informal police engagement during the course of normal interaction with the population.
10	Yes/No	All personnel were informed of specific police intelligence requirements.
11	Time	To identify and assess latest criminal information collected.
12	Time	To identify criminal information resources in the AO.
13	Time	To identify criminal trends and patterns developed in the AO.
14	Time	To analyze external police and criminal intelligence reports.
15	Time	To assess internally created police information.
16	Time	To produce criminal information bulletins and alert notices.
17	Percent	Of priority intelligence requirement collection efforts directed toward subordinate units.
18	Percent	Of available police intelligence resources in the AO.
19	Percent	Of known terrorist- and criminal-related activities reported by informants before their occurrence.
20	Percent	Of identified individuals engaged in terrorist- and criminal-related activities reported by informants after their occurrence.
21	Percent	Of accurately reported terrorist- and criminal-related activities.

ART 6.13.6 PROVIDE CUSTOMS SUPPORT

6-165. Units perform tactical actions that enforce restrictions on controlled substances and other prohibited and restricted items including contraband violations that enter and exit an area of operations (AO). Customs support can be conducted in support of United States (U.S.) customs laws to ensure Department of Defense organizations comply with or support host-nation customs laws at host-nation points

of entry or exit. Units conduct host-nation training and support pertaining to customs support. (FM 3-39) (USAMPS)

Note: This task links to ART 7.3.1.3 (Conduct Border Control, Boundary Security, and Freedom of Movement).

No.	*Scale*	*Measure*
01	Yes/No	Unit established border security and customs enforcement.
02	Yes/No	Unit prevented controlled substances and other prohibited and restricted items including contraband items prohibited by law, regulation, or command policy from entering or exiting an AO subject to customs restrictions, policies, and laws.
03	Yes/No	Unit was given military customs preclearance support or training.
04	Time	To report custom inspection results to the U.S. border entry point and to the military customs staff advisor.
05	Time	To complete desired level of customs inspections.
06	Time	To consult with neighboring countries on border security plans.
07	Percent	Of redeploying unit personnel and equipment examined or inspected.
08	Percent	Of restricted items identified for U.S. Customs Border Protection or Department of Agriculture review.
09	Percent	Of violations of border crossing laws and regulations reported to supported commander and appropriate law enforcement agencies.
10	Percent	Of shipments identified for inspection for the presence of U.S. Customs Border Protection and Department of Agriculture restricted items.
11	Number	Of prohibited items barred from shipment within a given time.
12	Number	Of military working dogs needed for patrol or the detection of narcotics and explosives.
13	Number	Of key customs concerns for the AO identified.

ART 6.13.7 PROVIDE STRAGGLER MOVEMENT CONTROL

6-166. Straggler control involves directing uninjured stragglers to their parent unit or to a replacement unit as command policies dictate. Stragglers are personnel who have become separated from their command by events on the battlefield. If stragglers are ill, wounded, or in shock, they are moved to the nearest medical facility. (FM 3-39) (USAMPS)

No.	*Scale*	*Measure*
01	Yes/No	Unit returned stragglers to military or unit control or provided medical assistance as soon as possible.
02	Yes/No	Unit located straggler control posts and collecting points on likely routes of straggler flow.
03	Yes/No	Unit confiscated and disposed of equipment, property, and documents on stragglers per the straggler control plan.
04	Yes/No	Unit diverted stragglers from main supply routes onto alternate routes or collecting points to alleviate congestion of the main supply routes.
05	Percent	Of unit that became stragglers.
06	Number	Of deliberate stragglers escorted back to their unit.
07	Number	Of instances in which deliberate stragglers were detained until transported to a set location as designated by the straggler control plan.
08	Number	Of stragglers assisted, detained, or apprehended when they became separated from their units.

No.	Scale	Measure
09	Number	Of stragglers returned to military or unit control or provided medical assistance.
10	Number	Of stragglers diverted from main supply routes onto alternate routes or collecting points to alleviate congestion of the main supply routes.

SECTION XIV – ART 6.14: CONDUCT RESETTLEMENT OPERATIONS

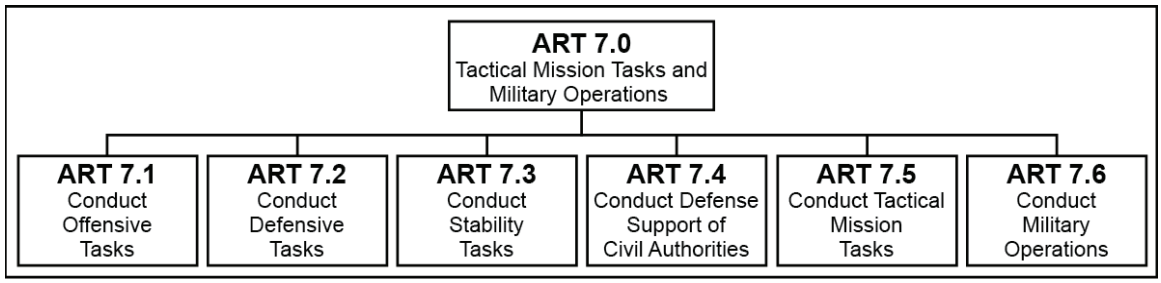
6-167. This ART covers how units provide support for resettlement of dislocated civilians to include their safety and security. This task includes controlling the movement of civilians, providing relief to human suffering, protecting civilians from combat operations or other threats, and establishing resettlement facilities in support of civil affairs operations. Establishing a facility requires collecting, screening, processing, evacuating, housing, safeguarding, and releasing displaced civilians. ART 6.14 occurs in temporary and long-term facilities and points. (ATP 3-39.30) (USAMPS)

No.	Scale	Measure
01	Yes/No	Resettlement activities did not prevent or seriously interfere with accomplishment of the unit's primary tactical mission.
02	Yes/No	United States (U.S.) forces performing resettlement activities observed international laws of war, U.S. laws and regulations, rules of engagement, and status-of-forces agreements.
03	Yes/No	U.S. forces performing resettlement activities observed local customs, mores, and taboos when possible.
04	Yes/No	Dislocated civilians received necessary food, water, pay, clothing, housing, and medical care.
05	Yes/No	Unit supervised incarceration process and transfer to prison facilities for dislocated civilians guilty of criminal activity.
06	Yes/No	Unit had and followed planning and procedures for environmental considerations.
07	Yes/No	Unit determined the reliability of local markets to meet needs.
08	Yes/No	Unit coordinated with other donors and humanitarian agencies.
09	Yes/No	Unit established registration and health screening mechanisms.
10	Yes/No	Unit assessed prevalence for human immunodeficiency virus (known as HIV) and acquired immunodeficiency syndrome (known as AIDS).
11	Time	To refine plans for the movement, security, and support of resettlement of dislocated civilians.
12	Time	To establish dislocated civilian collection points.
13	Time	To develop and enforce resettlement and population control measures, such as curfew, travel permits, and lists of controlled supplies and contraband.
14	Time	To forward intelligence and information collected to unit intelligence staff.
15	Time	To move dislocated civilians to their respective resettlement facilities from their initial collection points.
16	Percent	Of dislocated civilians who received medical treatment.
17	Percent	Of friendly force personnel in area of operations involved in maintaining dislocated civilian resettlement facilities.
18	Percent	Of unit sustainment capabilities needed to support resettlement operations.
19	Number	And types of supplies needed to support resettlement operations.
20	Number	Of dislocated civilians.
21	Number	Of resettlement facilities and camps established.
22	Ratio	Of guards to dislocated civilians.

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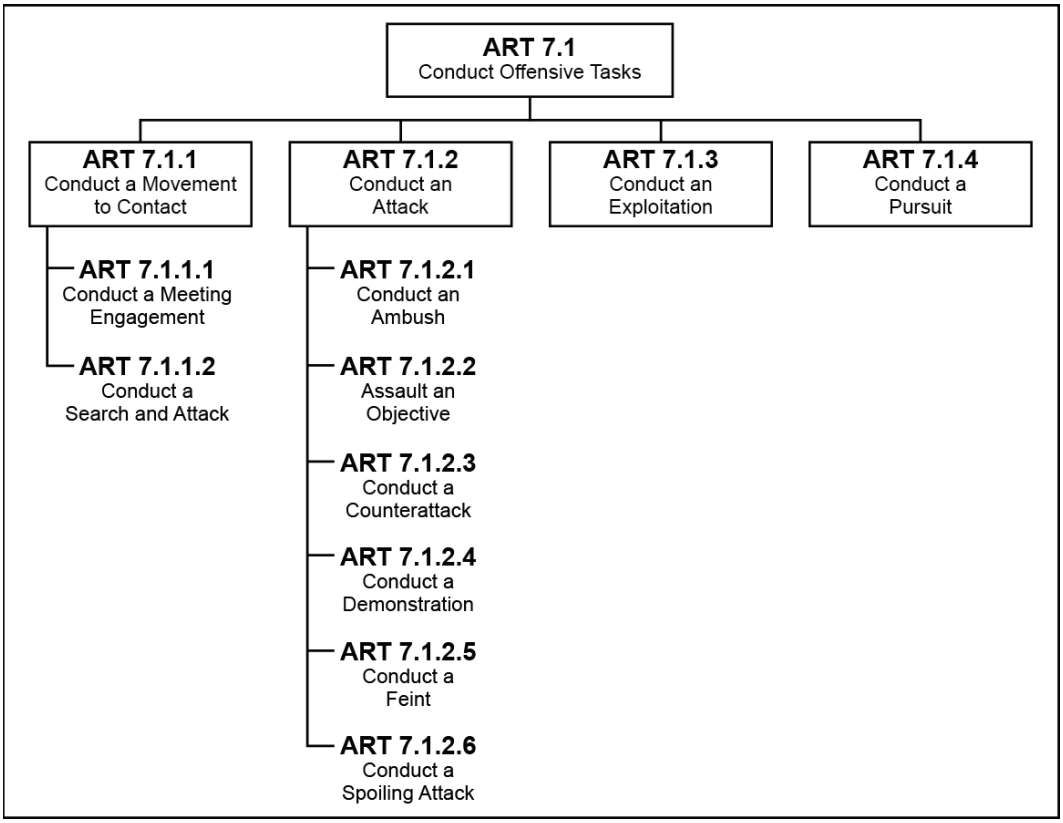
Chapter 7

ART 7.0: Tactical Mission Tasks and Military Operations



Tactical proficiency is not defined by mastery of written doctrine, but by the ability to employ available means to win battles and engagements. A tactical solution may not match any previous example; however, the language used to communicate that concept must be technically precise and doctrinally consistent, using commonly understood and accepted terms and concepts. This chapter sustains this doctrinal consistency by delineating the tactical missions and operations conducted by Army tactical forces. A *tactical mission task* is the specific activity performed by a unit while executing a form of tactical operation or form of maneuver. It may be expressed in terms of either actions by a friendly force or effects on an enemy force (FM 3-90-1). Tactical mission tasks provide commanders, their staffs, combat developers, training developers, and doctrine analysts a resource to assist in identifying missions that units are to accomplish. Training developers use this chapter to base collective training plans on one or more of these missions.

SECTION I – ART 7.1: CONDUCT OFFENSIVE TASKS



7-1. Measures of any mission accomplishment are both objective and subjective in their evaluation by commanders. The most critical measure for all Army tactical missions and tasks is if the mission is accomplished. There is no other measure above this one. To measure mission accomplishment, commanders also consider if mission accomplishment was within the—

- Higher commander's intent of what the force must do and the conditions.
- Specified timeline.
- Commander's risk assessment for fratricide avoidance and collateral damage.
- Unit's capability of continuing or being assigned future missions and operations.

7-2. An *offensive task* is a task conducted to defeat and destroy enemy forces and seize terrain, resources, and population centers. Offensive tasks impose the commander's will on the enemy. Against an adaptive and capable enemy, offensive tasks are the most direct and surest means of seizing, retaining, and exploiting the initiative. Executing offensive tasks compels the enemy to react, creating or revealing weaknesses that attacking forces can exploit. Successful offensive tasks place tremendous pressure on defenders, creating a cycle of deterioration that can lead to their disintegration. Army forces conduct four tactical offensive tasks: movement to contact, attack, exploitation, and pursuit. (ADRP 3-0) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Mission accomplished.
02	Yes/No	Mission accomplished within existing rules of engagement.
03	Yes/No	Mission accomplished without significant collateral damage or loss of noncombatants.
04	Time	To accomplish mission.
05	Percent	Of friendly forces available to continue mission.

ART 7.1.1 CONDUCT A MOVEMENT TO CONTACT

7-3. The *movement to contact* is an offensive task designed to develop the situation and establish or regain contact. Forces conducting a movement to contact seek to make contact with the smallest forces feasible. A movement to contact may result in a meeting engagement. (ADRP 3-90) (USACAC)

ART 7.1.1.1 CONDUCT A MEETING ENGAGEMENT

7-4. A *meeting engagement* is a combat action that occurs when a moving force, incompletely deployed for battle, engages an enemy at an unexpected time and place. Such encounters normally occur by chance in small-unit operations, typically when two moving forces collide. They may result in brigade or larger unit operations when information collection operations have been ineffective. Meeting engagements can also occur when opposing forces are aware of the general presence, but not the exact location, of each other, and both decide to attack immediately. (FM 3-90-1) (USACAC)

ART 7.1.1.2 CONDUCT A SEARCH AND ATTACK

7-5. *Search and attack* is a technique for conducting a movement to contact that shares many of the characteristics of an area security mission. (FM 3-90-1) (USACAC)

ART 7.1.2 CONDUCT AN ATTACK

7-6. An *attack* is an offensive task that destroys or defeats enemy forces, seizes and secures terrain, or both. Attacks incorporate coordinated movement supported by direct and indirect fires. They may be either decisive or shaping operations. Attacks may be hasty or deliberate, depending on the time available for assessing the situation, planning, and preparing. (ADRP 3-90) (USACAC)

ART 7.1.2.1 CONDUCT AN AMBUSH

7-7. An *ambush* is an attack by fire or other destructive means from concealed positions on a moving or temporarily halted enemy. An ambush stops, denies, or destroys enemy forces by maximizing the element of surprise. Ambushes can employ direct fire systems as well as other destructive means, such as command-detonated mines, indirect fires, and supporting nonlethal capabilities. They may include an assault to close with and destroy the enemy forces. (FM 3-90-1) (USACAC)

ART 7.1.2.1.1 Conduct a Point Ambush

7-8. A point ambush is a surprise attack by lethal or nonlethal capabilities from concealed positions on a moving or temporarily halted enemy near a given point. It may include an assault to close with and destroy enemy forces. (FM 3-21.10) (USAMCOE)

ART 7.1.2.1.2 Conduct an Area Ambush

7-9. An area ambush consists of a series of surprise attacks by lethal or nonlethal capabilities from concealed positions on a moving or temporarily halted enemy in a specific area. It may include an assault to close with and destroy enemy forces. (FM 3-21.20) (USAMCOE)

ART 7.1.2.1.3 Conduct an Antiarmor Ambush

7-10. An antiarmor ambush is a surprise attack by fire or other destructive means from concealed positions on moving or temporarily halted enemy armored vehicles. The ambush ends with the displacement of the antiarmor system to preclude its destruction by enemy counterambush actions. (FM 3-21.91) (USAMCOE)

ART 7.1.2.2 ASSAULT AN OBJECTIVE

7-11. The assault on an objective is a short, violent, but well-ordered attack against an objective. It is the climax of an attack and involves the act of closing with the enemy, including the possible conduct of hand-to-hand fighting. (JP 3-18) (JS)

ART 7.1.2.3 CONDUCT A COUNTERATTACK

7-12. A counterattack is an attack by part or all of a defending force against an attacking force with the general objective of denying attackers their goals. Commanders normally conduct counterattacks from a defensive posture. They direct counterattacks to defeat or destroy enemy forces or to regain control of terrain and facilities after enemy successes. They counterattack after enemies launch an attack, reveal their main effort, or offer an assailable flank. (ADRP 1-02) (USACAC)

ART 7.1.2.4 CONDUCT A DEMONSTRATION

7-13. A demonstration is an attack designed to deceive enemies as to the location or time of the decisive operation by a display of force. Forces conducting a demonstration do not seek contact. Demonstrations are shaping operations. They seek to mislead enemies concerning the attacker's true intentions. They facilitate decisive operations by fixing enemies or diverting their attention from the decisive operation. Commanders allow enemies to detect a demonstration. (FM 3-90-1) (USACAC)

ART 7.1.2.5 CONDUCT A FEINT

7-14. A feint is a form of attack used to deceive the enemy as to the location or time of the actual decisive operation. Forces conducting a feint seek direct fire contact with the enemy but avoid decisive engagement. Feints divert attention from the decisive operation and prevent the enemy from focusing elements of combat power against it. They are usually shallow, limited-objective attacks conducted before or during the decisive operation. (FM 3-90-1) (USACAC)

ART 7.1.2.6 CONDUCT A SPOILING ATTACK

7-15. A *spoiling attack* is a tactical maneuver employed to seriously impair a hostile attack while the enemy is in the process of forming or assembling for an attack. Normally conducted from a defensive posture, spoiling attacks strike where and when enemies are most vulnerable—during preparations for attack in assembly areas and attack positions or while they are moving toward their line of departure. Therefore, proper timing and coordination with higher headquarters are critical requirements for spoiling attacks. A spoiling attack depends on accurate information on enemy dispositions. (FM 3-90-1) (USACAC)

ART 7.1.3 CONDUCT AN EXPLOITATION

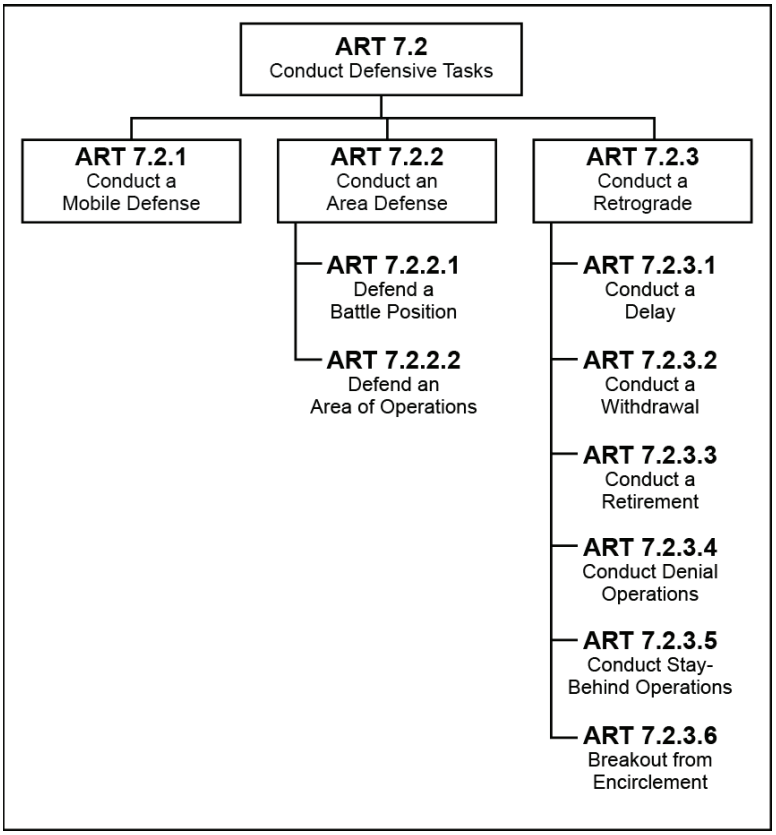
7-16. *Exploitation* is an offensive task that usually follows a successful attack and is designed to disorganize the enemy in depth. Exploitations seek to disintegrate enemy forces to the point where they have no alternative but surrender or take flight. Exploitations take advantage of tactical opportunities, foreseen or unforeseen. Division and higher headquarters normally plan exploitations as branches or sequels. Forensic and biometric capabilities aid in the operational outcome of a supported exploitation event. (ADRP 3-90) (USACAC)

ART 7.1.4 CONDUCT A PURSUIT

7-17. A *pursuit* is an offensive task designed to catch or cut off a hostile force attempting to escape, with the aim of destroying it. Pursuits are decisive operations that follow successful attacks or exploitations. They occur when enemies fail to organize a defense and attempt to disengage. If it becomes apparent that resistance has broken down entirely and the enemy is fleeing, a force can transition to a pursuit from any

type of offensive operation. Pursuits entail rapid movement and decentralized control. (ADRP 3-90) (USACAC)

SECTION II – ART 7.2: CONDUCT DEFENSIVE TASKS



7-18. A *defensive task* is a task conducted to defeat an enemy attack, gain time, economize forces, and develop conditions favorable for offensive or stability tasks. The defense alone normally cannot achieve overarching mission objectives. However, it can create conditions for a counteroffensive that allows Army forces to regain the initiative. Defensive tasks can also establish a protective barrier behind which stability operations can progress. The defense counters enemy's offensive operations. Defensive tasks defeat attacks, destroying as much of the attacking enemy force as possible. They also preserve control over land, resources, and populations. Defensive tasks retain terrain, guard populations, and protect critical capabilities. They can be used to gain valuable time and economize forces to allow execution of offensive tasks elsewhere. Three tasks are associated with the defense: mobile defense, area defense, and retrograde. Defending commanders combine the three tasks to fit the situation. (ADRP 3-0) (USACAC)

ART 7.2.1 CONDUCT A MOBILE DEFENSE

7-19. The mobile defense concentrates on the destruction or defeat of the enemy through a decisive attack by a striking force. A mobile defense requires defenders to have greater mobility than attackers. Defenders combine offensive, defensive, and delaying actions to lure attackers into positions where attackers are vulnerable to counterattack. (ADRP 3-90) (USACAC)

ART 7.2.2 CONDUCT AN AREA DEFENSE

7-20. The area defense concentrates on denying an enemy force access to designated terrain for a specific time rather than destroying the enemy outright. The bulk of the defending force combines static defensive

positions, engagement areas, and small, mobile reserves to retain ground. Keys to successful area defenses include effective and flexible control, synchronization, and distribution of fires. Area defenses can also be part of a larger mobile defense. (ADRP 3-90) (USACAC)

ART 7.2.2.1 Defend a Battle Position

7-21. This task involves denying an enemy force access to the terrain encompassed by a specific battle position. The battle position is a tactical control graphic that depicts the location and general orientation of the majority of the defending forces. Five kinds of battle positions exist to include the strong point. (ADRP 3-90) (USACAC)

ART 7.2.2.2 Defend an Area of Operations

7-22. This task involves denying an enemy force access across a designated area of operations. Defending an area of operations allows the commander to distribute forces to suit the terrain and plan engagement areas that integrate direct and indirect fires. (ADRP 3-90) (USACAC)

ART 7.2.3 CONDUCT A RETROGRADE

7-23. The retrograde is a defensive task that involves organized movement away from the enemy. The three forms of retrograde operations are delays, withdrawals, and retirements. A commander can direct the conduct of denial operations and stay-behind operations as subordinate activities within the context of a retrograde operation. Commanders use retrogrades as part of a larger concept of operations to create conditions to regain the initiative and defeat the enemy. Retrogrades improve the current situation or prevent a worse situation from occurring. (ADRP 3-90) (USACAC)

ART 7.2.3.1 Conduct a Delay

7-24. A delay is a form of retrograde in which a force under pressure trades space for time by slowing the enemy's momentum and inflicting maximum damage on the enemy without, in principle, becoming decisively engaged. Delays gain time for friendly forces to establish defenses, cover defending or withdrawing units, protect friendly unit flanks, contribute to economy of force, draw the enemy into unfavorable positions, and determine the enemy main effort. (ADRP 3-90) (USACAC)

ART 7.2.3.2 Conduct a Withdrawal

7-25. A withdrawal is a planned operation in which a force in contact disengages from an enemy force. Withdrawals may involve all or part of a committed force. Commanders conduct withdrawals to preserve the force, release it for a new mission, avoid combat under undesirable conditions, or reposition forces. Enemy pressure may or may not be present during withdrawals. Withdrawing forces may be unassisted or assisted by another friendly force. (ADRP 3-90) (USACAC)

ART 7.2.3.3 Conduct a Retirement

7-26. A retirement is a retrograde in which a force not in contact with the enemy moves away from the enemy. (ADRP 3-90) (USACAC)

ART 7.2.3.4 Conduct Denial Operations

7-27. Denial operations hinder or deny the enemy the use of space, personnel, supplies, or facilities. It may include destroying, removing, or contaminating those supplies and facilities, or erecting obstacles. (FM 3-90-1) (USACAC)

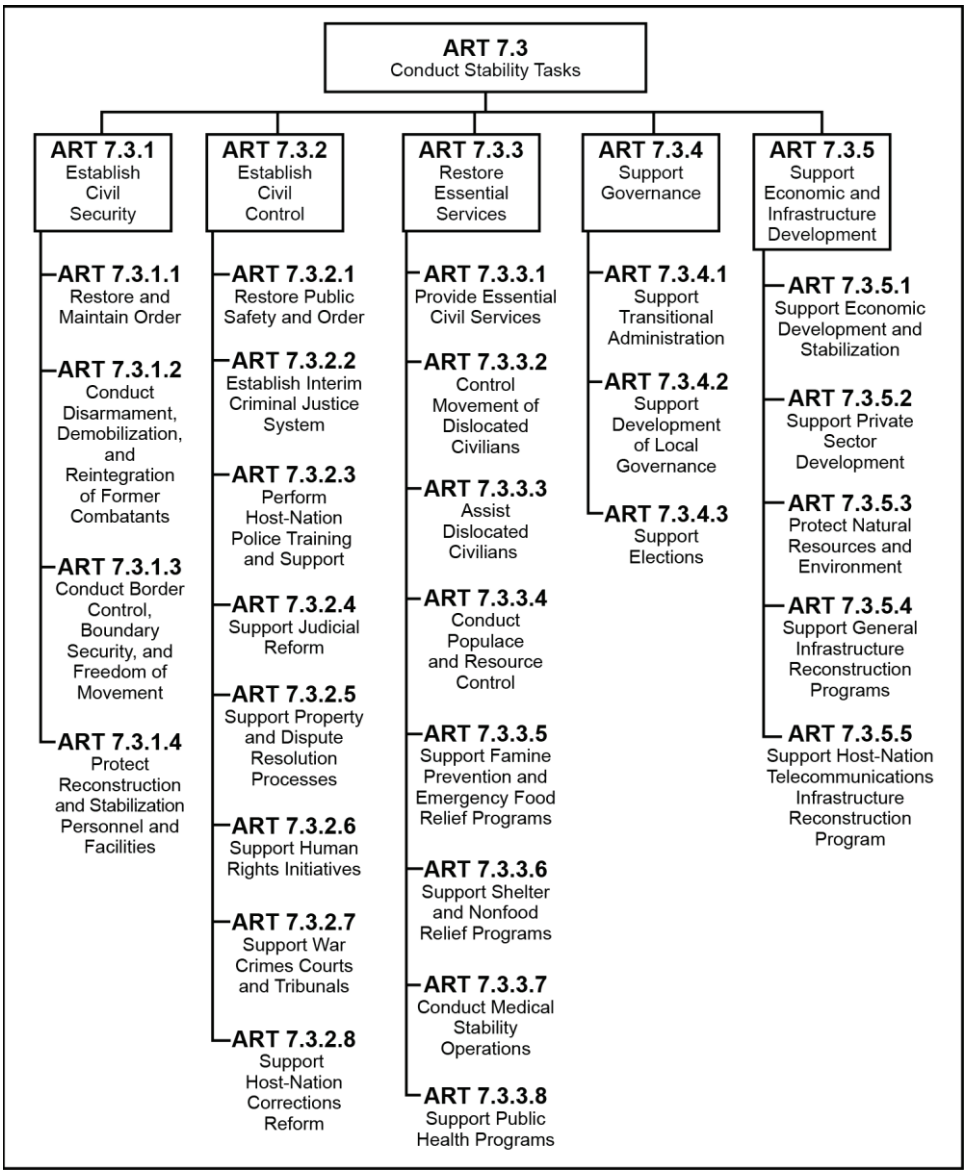
ART 7.2.3.5 Conduct Stay-Behind Operations

7-28. A stay-behind operation occurs when a commander leaves a unit in position to conduct a specified mission while the remainder of the force withdraws or retires from an area. (FM 3-90-1) (USACAC)

ART 7.2.3.6 Breakout from Encirclement

7-29. A breakout from encirclement is an operation conducted by an encircled force to regain freedom of movement or contact with friendly units. It differs from other attacks only in that a simultaneous defense in other areas of the perimeter must be maintained. (ADRP 3-90) (USACAC)

SECTION III – ART 7.3: CONDUCT STABILITY TASKS



7-30. Stability tasks are tasks conducted outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment and provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief. (See JP 3-0.) Operations focused on stability can be conducted in support of a host-nation or interim government or as part of an occupation

when no government exists. These operations involve both coercive and constructive actions by the military force. They are designed to establish a safe and secure environment; facilitate reconciliation among local or regional adversaries; establish political, legal, social, and economic institutions; and facilitate the transition to legitimate local governance. Army forces conduct five primary stability tasks: civil security, civil control, restore essential services, support to governance, and support to economic and infrastructure development. (ADP 3-07) (USAPKSOI)

Note: This task branch only addresses those tasks that support the conduct of Army stability operations. Other tasks that support operations focused on stability are addressed elsewhere in ADRP 1-03:

- ART 6.4.4 (Provide Protective Services for Selected Individuals) addresses the protection of personnel.
- ART 6.4.2 (Conduct Critical Installations and Facilities Security) addresses the protection of facilities.
- ART 6.11 (Provide Explosive Ordnance Disposal Protection Support) addresses the conduct of unexploded ordnance disposal.

ART 7.3.1 ESTABLISH CIVIL SECURITY

7-31. Civil security involves providing for the safety of the state and its population, including protection from internal and external threats. Civil security includes a diverse set of activities, ranging from enforcing peace agreements to executing disarmament, demobilization, and reintegration. For the other stability tasks to be effective, civil security is required. Establishing a safe, secure, and stable environment for the local populace is key to obtaining their support for the overall stability operation. To help establish civil security, military forces enforce ceasefires, supervise disengagement of belligerent forces, and neutralize potential adversaries. As soon as host-nation security forces can safely perform this task, Army forces transition civil security responsibilities to them. (ADRP 3-07) (USAPKSOI)

Note: ART 7.6.3.4 (Conduct Peace Enforcement Operations) addresses the measures that help military forces establish a sustained peace.

No.	*Scale*	*Measure*
01	Yes/No	Unit protected vulnerable elements of population—dislocated civilians, women, and children.
02	Yes/No	Unit provided interim security programs for at-risk populations.
03	Yes/No	Unit established and maintained order in dislocated civilians camps and population centers.
04	Yes/No	Unit ensured safety of quartered personnel and families.
05	Yes/No	Unit ensured adequate health, food provisions, and security for demobilized belligerents.
06	Yes/No	Unit protected and secured places of religious worship and cultural sites.
07	Yes/No	Unit protected and secured critical infrastructure, natural resources, civil registries, and property ownership documents.
08	Yes/No	Unit identified, secured, and protected stockpiles of conventional as well as chemical, biological, radiological, and nuclear materials.
09	Yes/No	Unit secured military depots, equipment, ammunition depots, and means of communication.
10	Yes/No	Unit protected and secured strategically important institutions such as government buildings, museums, religious sites, courthouses, and communications.

No.	Scale	Measure
11	Yes/No	Unit secured records, storage, equipment, and funds related to criminal justice and security institutions.
12	Yes/No	Unit provided security for negotiations among host-nation belligerents.
13	Yes/No	Unit protected private property and factories.
14	Yes/No	Unit employed biometrics to track belligerents.
15	Yes/No	Unit identified vulnerabilities and weaknesses within the rule of law system (police, judicial, and corrections).
16	Time	To begin ceasefire enforcement.
17	Time	To reintegrate combatants and promote civilian control.
18	Time	To establish public order and safety.
19	Time	To develop integrated command, control, intelligence, and information sharing arrangements among international military, constabulary, and civilian police forces.
20	Time	To create host-nation capacity to protect government-sponsored civilian stabilization and reconstruction personnel.
21	Time	To create host-nation capacity to protect host-nation individuals, infrastructure, and institutions.

ART 7.3.1.1 Restore and Maintain Order

7-32. Operations to restore order are conducted to halt violence and to support, reinstate, or establish civil authorities. These operations provide security and stability after a conflict while setting the preconditions for beginning disarmament, demobilization, and reintegration. This is critical to providing effective security for the local populace by reducing their exposure to the threat of violent conflict and help military forces establish a sustained peace by focusing on processes and activities fundamental to conflict transformation. (ATP 3-07.5) (USAPKSOI)

No.	Scale	Measure
01	Yes/No	Vulnerable elements of population (dislocated civilians) were protected.
02	Yes/No	Security forces ensured humanitarian aid and access to threatened populations and dislocated civilian camps.
03	Yes/No	Civilian police functions included investigating crimes and making arrests.
04	Yes/No	Unit supervised incarceration processes and transfers to prison facilities.
05	Yes/No	Unit transferred public security responsibilities to host-nation police forces.
06	Yes/No	Procedures were in place to control crowds, prevent looting, and manage civil disturbances.
07	Yes/No	Unit controlled crowds, prevented looting, and managed civil disturbances.
08	Yes/No	Unit maintained positive relations with the local populace while conducting crowd and disturbance control.
09	Yes/No	Unit maintained positive relations with the local populace while conducting interim police operations.
10	Yes/No	Unit controlled host-nation corruption activities among rule of law institutions.
11	Time	To transfer rule of law operations responsibility to host-nation rule of law institutions.
12	Time	To transfer civil disturbance responsibility to host-nation police.

ART 7.3.1.2 Conduct Disarmament, Demobilization, and Reintegration of Former Combatants

7-33. Disarmament, demobilization, and reintegration of former combatants are fundamental to most efforts for establishing stability and lasting peace. They include physically disbanding armed groups, removing the means of combat from former combatants and belligerents, and reintegrating them into society.

Disarmament may include seizing ammunition, collecting and destroying weapons and supplies, closing weapons and ammunition factories, and preventing resupply. (FM 3-07) (USAPKSOI)

No.	*Scale*	*Measure*
01	Yes/No	Unit implemented plans for disposition on host-nation forces and other national security institutions.
02	Yes/No	Unit identified, gathered, and disbanded structural elements of belligerent groups.
03	Yes/No	Unit coordinated with overall political and economic recovery plans.
04	Yes/No	Unit implemented reintegration strategy including assessment of absorptive capacity of economic and social sectors.
05	Yes/No	Unit reintegrated former combatants into society.
06	Yes/No	Unit established and enforced weapons control programs, including collection and destruction.
07	Yes/No	Unit disarmed former combatants and belligerents.
08	Yes/No	Unit reduced availability of unauthorized weapons.
09	Yes/No	Unit provided reassurances and incentives for disarmed factions.
10	Yes/No	Unit ensured safety of quartered personnel and families.
11	Yes/No	Unit established monitoring program.
12	Yes/No	Unit ensured adequate health, food provisions, and security for belligerents including follow-up services for reintegration.
13	Time	To implement plans to identify future roles, missions, and structure of host-nation forces and other national security institutions.
14	Time	To vet senior officers and other individuals for past abuses.
15	Time	To coordinate and integrate actions with disarmament, demobilization, and reintegration plans.
16	Time	To implement plans establishing transparent entry, promotion, and retirement systems.
17	Time	To implement plans establishing programs to support civilian oversight of military.
18	Time	To implement plans providing jobs, pensions, or other material support for demobilized forces.
19	Time	To provide job training, health screening, education, and employment assistance for demobilized forces.
20	Percent	Of belligerents absorbed into economic and social sectors.

ART 7.3.1.2.1 Forcibly Separate Belligerents

7-34. Forcible separation may involve reducing the combat capability of one or more of the belligerent parties by disarming and demobilizing them. The peace enforcement force normally retains the right of first use of force. Forces conducting forcible separation require extensive offensive combat capability. The goal is to force the belligerent parties to disengage, withdraw, and subsequently establish a buffer zone or demilitarized zone. Security operations—such as screening, combat and reconnaissance patrolling, performing cordon and search, and establishing checkpoints and roadblocks to control movement into and within the buffer zone or demilitarized zone—may be conducted to maintain the separation of belligerent parties. (FM 3-07) (USAPKSOI)

No.	*Scale*	*Measure*
01	Yes/No	Unit established military technical agreement that enumerated the agreed separation parameters.
02	Yes/No	Unit established collaboration mechanisms to negotiate and verify withdrawal procedures.
03	Yes/No	Unit established and controlled buffer zone or demilitarized zone in three dimensions.
04	Yes/No	Unit observed and reported on the disputing parties' compliance with a cease-fire.

No.	Scale	Measure
05	Yes/No	Unit established liaison officers, with appropriate transportation and communications, with the headquarters of the opposing sides.
06	Yes/No	Unit established a quick reaction force.
07	Yes/No	Unit planned to support civilians in the buffer zone or demilitarized zone.
08	Yes/No	Unit planned for uncooperative local officials, demonstrations, and other forms of civil disturbance preventing mission accomplishment.
09	Yes/No	Unit assisted in moving personnel and equipment through the buffer zone or demilitarized zone.

ART 7.3.1.2.2 Disarm Belligerents

7-35. The mandate may require the peace enforcement force to disarm or demobilize the belligerent parties. These tasks are complex, difficult, and often dangerous. The peace enforcement force demonstrates a clear resolve and intent to disarm or demobilize designated belligerent parties according to the agreement. (FM 3-07) (USAPKSOI)

No.	Scale	Measure
01	Yes/No	Unit developed integrated plan outlining the parameters for disarmament and weapons control that accounted for joint and interagency approaches.
02	Yes/No	Unit established collaboration mechanisms to negotiate and verify disarmament.
03	Yes/No	Unit determined the inventory of weapons and munitions.
04	Yes/No	Unit identified and prepared the areas for weapons turn in, disposal, and unit demobilization.
05	Yes/No	Unit provided technical expertise on weapons and munitions.
06	Yes/No	Unit established accountability mechanisms.
07	Yes/No	Unit ensured that resources were allocated.

ART 7.3.1.2.3 Demobilize Belligerents

7-36. Demobilization is the process of transitioning a conflict or wartime military establishment and defense-based civilian economy to a peacetime configuration while maintaining national security and economic vitality. Following demobilization, Army forces may support integrating military and paramilitary forces into society by providing training, advice, and assistance for the new defense or security force. (FM 3-07) (USAPKSOI)

No.	Scale	Measure
01	Yes/No	Unit provided intelligence support and overall security during the demobilization process.
02	Yes/No	Unit provided incentives and disincentives for forming, arming, and training the new defense force.
03	Yes/No	Unit provided liaison coordination teams to local commanders as a confidence-building measure during the disarmament and demobilization.
04	Yes/No	Unit developed and coordinated training plans.
05	Yes/No	Unit outfitted the new force per plan.
06	Yes/No	Unit trained the new force.
07	Yes/No	Unit employed biometrics to vet members of the new defense force.

ART 7.3.1.2.4 Establish Protected Areas

7-37. The requirement to establish and supervise a protected or safe area can arise when any community is at risk from persistent attack. Unless those in the safe area are disarmed, it may be used as a base from which to conduct raids and attacks. Commanders must be clear on what is expected of the force tasked to establish and maintain a protected or safe area. (FM 3-07) (USAPKSOI)

No.	Scale	Measure
01	Yes/No	Unit surveyed and identified area.
02	Yes/No	Unit developed the rules of engagement and the memorandum of understanding for the safe area.
03	Yes/No	Unit disarmed and demobilized the safe area.
04	Yes/No	Unit established checkpoints and control measures, to include identification.
05	Yes/No	Unit established a quick reaction force.
06	Yes/No	Unit planned for extraction or reinforcement.
07	Yes/No	Unit supported humanitarian efforts in safe area.

ART 7.3.1.3 Conduct Border Control, Boundary Security, and Freedom of Movement

7-38. Border controls are necessary to regulate immigration, control the movements of the local populace, collect excise taxes or duties, limit smuggling, and control the spread of disease vectors through quarantine. Generally, border and coast guard forces secure national boundaries while customs officials regulate the flow of people, animals, and goods across state borders. (FM 3-07) (USAPKSOI)

No.	Scale	Measure
01	Yes/No	Unit established border security, including customs regime to prevent arms smuggling, interdict contraband (such as drugs and natural resources), prevent trafficking of persons, regulate immigration and emigration, and establish control over major points of entry.
02	Yes/No	Unit trained and equipped border control and boundary security personnel.
03	Yes/No	Unit established and disseminated rules pertaining to populace movement and curfews.
04	Yes/No	Unit assisted in establishing a policy to regulate air and overland movement.
05	Yes/No	Unit transferred responsibility for movement regulations to the indigenous populations and institutions, nongovernmental organizations, or other government agencies as appropriate.
06	Yes/No	Unit provided full freedom of movement.
07	Yes/No	Unit dismantled roadblocks and established checkpoints.
08	Time	To establish identification rules and protocol relating to personal identification, property ownership, court records, voter registries, birth certificates, and driving licenses, including securing documents.

ART 7.3.1.4 Protect Reconstruction and Stabilization Personnel and Facilities

7-39. It may be necessary for Army forces to extend protection and support to key civilian personnel to ensure their continued contribution to the overall stability operation. In the interest of transparency, military forces specifically request and carefully negotiate this protection. Additionally, forces may provide transportation and security for nongovernmental organizations and other government agencies. (FM 3-07) (USAPKSOI)

No.	Scale	Measure
01	Yes/No	Unit protected government-sponsored civilian reconstruction and stabilization personnel.
02	Yes/No	Unit protected contractor and civilian reconstruction and stabilization personnel and resources.
03	Yes/No	Unit provided emergency logistic support, as required.
04	Yes/No	Unit completed emergency de-mining and unexploded explosive ordnance removal.
05	Yes/No	Unit completed mapping, surveys, and marked minefields.

ART 7.3.2 ESTABLISH CIVIL CONTROL

7-40. Civil control regulates selected behavior and activities of individuals and groups. This control reduces risk to individuals or groups and promotes security. Civil control centers on rule of law, supported by efforts to rebuild the host-nation judiciary and corrections systems. Civil control channels the population's activities to allow provision of security and essential services while co-existing with a military force conducting operations. (ADRP 3-07) (USAPKSOI)

No.	*Scale*	*Measure*
01	Yes/No	Unit established broad public information programs to promote efforts for reconciliation.
02	Time	To create and strengthen legal aid and nongovernmental organization groups.
03	Time	To foster support for or establish mechanisms and local capacity to protect human rights and resolve conflict as well as support citizen advocacy organizations.
04	Time	To train existing host-nation police in international policing standards.
05	Time	To initiate training programs based upon institutional reforms and new laws, consisting of established mentoring programs with both international and local professionals.
06	Time	To deploy interim justice personnel (judges, prosecutors, defense advocates, court administrators, corrections staff, and police investigators) to supplement host-nation criminal justice system.
07	Time	To enhance participation through public outreach.
08	Time	To rebuild correctional institutions, including administrative and rehabilitative capacities.
09	Time	To implement mechanisms to prevent unauthorized seizures of land or property.

ART 7.3.2.1 RESTORE PUBLIC SAFETY AND ORDER

7-41. The military may provide a broad range of activities to protect the civilian populace, provide interim policing and crowd control, and secure critical infrastructure. ART 7.3.2.1 represents actions that must occur during and after direct armed conflict to ensure the long-term sustainability of any reform efforts. (FM 3-07) (USAPKSOI)

No.	*Scale*	*Measure*
01	Yes/No	Unit protected vulnerable elements of the population.
02	Yes/No	Unit ensured humanitarian aid and security forces had access to endangered populations and refugee camps.
03	Yes/No	Unit performed civil police functions, including investigating crimes and making arrests.
04	Yes/No	Unit located and safeguarded key witnesses, documents, and other evidence related to key ongoing or potential investigations and prosecutions.
05	Yes/No	Unit controlled crowds, prevented looting, and managed civil disturbances.
06	Yes/No	Unit protected and secured places of religious worship and cultural sites.
07	Yes/No	Unit protected and secured critical infrastructure, natural resources, civil registries, and property ownership documents.
08	Yes/No	Unit protected and secured strategically important institutions (such as government buildings, museums, religious sites, and courthouses).
09	Yes/No	Unit secured records, storage equipment, and funds related to criminal justice and security institutions.
10	Yes/No	Unit identified, secured, and protected stockpiles of conventional, nuclear, biological, radiological, and chemical materiel.
11	Yes/No	Unit secured military depots, equipment, ammunition dumps, and means of communication.
12	Yes/No	Unit trained and mentored host-nation police forces.
13	Yes/No	Unit built host-nation capacity to protect infrastructure and public institutions.

ART 7.3.2.2 ESTABLISH INTERIM CRIMINAL JUSTICE SYSTEM

7-42. Army forces may be required to assist in the restoration of governance since establishing an interim justice system is a prerequisite. This restoration requires a wide range of skilled professionals, including judges, prosecutors, court administrators, corrections personnel, law enforcement, and investigators. (FM 3-07) (USAPKSOI)

No.	*Scale*	*Measure*
01	Yes/No	Unit deployed interim justice personnel to supplement host-nation criminal justice system.
02	Yes/No	Unit enacted interim legal codes and procedures permitted by international law.
03	Yes/No	Unit assessed host-nation capacity to combat organized crime.

ART 7.3.2.3 PERFORM HOST-NATION POLICE TRAINING AND SUPPORT

7-43. Units support and establish viable host-nation police forces and penal organizations capable of maintaining a safe and secure environment, upholding the rule of law, and reinforcing the legitimacy of the government. Units ensure coordination of host-nation police and penal capabilities with the host-nation judicial system to maintain credibility and legitimacy for the government. Transitional planning should occur as soon as possible with key interagency policing experts to facilitate long-term development of police institutions. (ATP 3-39.10) (USAMPS)

No.	*Scale*	*Measure*
01	Yes/No	Unit identified and documented existing and required police capabilities.
02	Yes/No	Unit identified and documented existing and required police infrastructure.
03	Yes/No	Efforts coordinated and synchronized with Department of State, Department of Justice, and international police agencies.
04	Yes/No	Unit identified training requirements to include basic skills, entry- through senior-level management, and specialty sections.
05	Yes/No	Civilian police functions included investigating crimes and making arrests.
06	Yes/No	Unit transferred police responsibilities to host-nation police forces.
07	Yes/No	Unit had procedures for recruiting, vetting, training, and employing host-nation police.
08	Yes/No	Transitional planning efforts occurred between the Army and interagency policing experts during and throughout all planning efforts.
09	Time	To establish liaison with Department of State, Department of Justice, and international police agencies.
10	Time	To develop plan for establishment of host-nation police training program.
11	Time	To develop patrol plans, facilities distribution plans, and manning requirements.
12	Number	Of host-nation police trained and supported.

ART 7.3.2.4 SUPPORT JUDICIAL REFORM

7-44. The reform of judicial bodies is integral to rule of law and provides the necessary framework for security reform. The support provided to judicial institutions parallels efforts with police and security forces to enhance the state's capability in the security sector. In a failed state, military forces may initially perform these functions and can be a critical enabler of success over time. (FM 3-07) (USAPKSOI)

No.	*Scale*	*Measure*
01	Yes/No	Unit identified host-nation legal professionals.
02	Yes/No	Unit identified actual and potential leaders to incorporate into reform process.
03	Yes/No	Unit established vetting criteria.
04	Yes/No	Unit educated criminal justice personnel on interim legal codes.
05	Yes/No	Unit inventoried and assessed courts, law schools, legal libraries, and bar associations.

No.	Scale	Measure
06	Yes/No	Unit rehabilitated or constructed necessary facilities.
07	Yes/No	Unit vetted host-nation legal professionals.

ART 7.3.2.5 Support Property and Dispute Resolution Processes

7-45. One of the most vital services provided by the judiciary branch is the resolution of property disputes. In a fragile state, long-standing disputes over ownership and control of property are common. Authorities must implement dispute resolution mechanisms. This prevents the escalation of violence that can occur in the absence of law and order as people seek resolution on their own terms. Typically, the military's role in resolving disputes is limited to transitional military authority where these mechanisms are implemented in the absence of a functioning host-nation government. (FM 3-07) (USAPKSOI)

No.	Scale	Measure
01	Yes/No	Unit implemented mechanisms to prevent unauthorized occupation or seizure of land or property.
02	Yes/No	Unit publicized dispute resolution process.
03	Yes/No	Unit coordinated dispute resolution process to deter violence and retribution.
04	Yes/No	Unit developed plans to improve the existing property control system of the host nation.
05	Yes/No	Unit established liaison with civilian and military engineers or property control agencies and evaluated the current property control system.
06	Yes/No	Unit prepared and reviewed property control support plans for compliance with international laws, treaties, and agreements.
07	Yes/No	Unit established a claims process for return and compensation for seized property.
08	Yes/No	Property acquisition plans classified the property to be acquired; identified and coordinated the acquisition of property for military use; prescribed a recording system for property acquired by the military from civilian sources; prescribed measures to protect and preserve civilian ownership records; prescribed measures to safeguard and properly managed the acquired property; planned for scheduling the acquisition of property; and planned for controlling negotiable assets and resources of potential military use not under the supervision of other agencies.
09	Time	To establish procedures to resolve property rights for land and subterranean resources.
10	Time	To establish a process to determine land ownership, if disputed (for example, if internally displaced person claims to own land).

ART 7.3.2.6 Support Human Rights Initiatives

7-46. A safe and secure environment maintained by a civilian law enforcement system must exist and operate in accordance with internationally recognized standards and with respect for internationally recognized human rights and freedoms. Army forces may need to provide limited support. (FM 3-07) (USAPKSOI)

No.	Scale	Measure
01	Yes/No	Unit assessed needs of vulnerable population.
02	Yes/No	Unit prevented further abuse of vulnerable populations.
03	Yes/No	Unit established the conditions that enabled success of agencies and organizations that provided for the long-term wellbeing of these populations.
04	Yes/No	Unit acted preemptively to deter human rights abuses.
05	Yes/No	Unit provided medical assistance to victims of human trafficking.
06	Yes/No	Unit implemented rape prevention and medical treatment procedures.

ART 7.3.2.7 SUPPORT WAR CRIMES COURTS AND TRIBUNALS

7-47. While the military government operates military commissions and provost courts, the international community oversees the conduct of war crimes courts and tribunals. As part of the broad processes that represent legal system reform, military forces identify, secure, and preserve evidence for courts and tribunals of war crimes and crimes against humanity. Military forces also provide support in other forms, to include helping to establish courts and tribunals, supporting the investigation and arrest of war criminals, and coordinating efforts with other agencies and organizations. (FM 3-07) (USAPKSOI)

No.	*Scale*	*Measure*
01	Yes/No	Unit acquired secure facilities.
02	Yes/No	Unit established atrocity reporting system.
03	Yes/No	Unit collected, documented, preserved, and maintained chain of custody for forensic material and information provided to support host-nation court proceedings.
04	Yes/No	Unit published progress reports.
05	Yes/No	Unit published indictments and statements.
06	Yes/No	Unit assisted in investigation, arrest, and transfer of suspects to international courts.
07	Yes/No	Unit ensured witness protection and media access.

ART 7.3.2.8 SUPPORT HOST-NATION CORRECTIONS REFORM

7-48. Units support and establish viable host-nation detention and corrections officers capable of maintaining a safe and secure environment, upholding the rule of law, and reinforcing the legitimacy of the government. Units ensure coordination of host-nation detention and corrections officers and penal facilities with the host-nation judicial system to maintain credibility and legitimacy for the government. ART 7.3.2.8 aligns with the detention discipline. (FM 3-63) (USAMPS)

No.	*Scale*	*Measure*
01	Yes/No	Unit identified and documented existing and required detention and corrections officers and penal capabilities.
02	Yes/No	Unit coordinated and synchronized efforts with Department of State, Department of Justice, and international prison agencies.
03	Yes/No	Unit identified training requirements to include basic skills, entry- through senior-level management, and specialty sections.
04	Yes/No	Unit supervised incarceration processes and transfers to prison facilities.
05	Yes/No	Unit transferred penal and detention responsibilities to host-nation detention and correction officers.
06	Yes/No	Unit had procedures in place for recruiting, vetting, training, and employing host-nation detention and corrections officers.
07	Time	To establish liaison with Department of State, Department of Justice, and international detention and corrections agencies.
08	Time	To develop plan to establish host-nation detention and corrections officers training program.
09	Time	To develop facilities distribution plan and manning requirements.
10	Number	Of host-nation penal personnel trained and supported.
11	Number	Of host-nation penal facilities supported.
12	Number	Of units supporting host-nation internment and corrections.

ART 7.3.3 RESTORE ESSENTIAL SERVICES

7-49. Army forces establish or restore the most basic services and protect them until a civil authority or the host nation can provide them. Normally, Army forces support other government, intergovernmental, and

host-nation agencies. When the host-nation or other agency cannot perform its role, Army forces may provide the basics directly. (ADRP 3-07) (USAPKSOI)

ART 7.3.3.1 Provide Essential Civil Services

7-50. Army forces provide essential services, assets, or specialized resources to help civil authorities deal with situations beyond their capabilities. Activities of military forces to provide essential civil services are often defined in terms of the immediate humanitarian needs of the people: providing the food, water, shelter, and medical support necessary to sustain the population until local civil services are restored. (FM 3-07) (USAPKSOI)

No.	*Scale*	*Measure*
01	Yes/No	Unit provided for immediate humanitarian needs of the population (food, water, shelter, and medical support).
02	Yes/No	Unit ensured proper sanitation, purification, and distribution of drinking water.
03	Yes/No	Unit provided interim sanitation, wastewater, and waste disposal services.
04	Yes/No	Unit established or reopened accessible clinics to deal with emergency health problems.

ART 7.3.3.2 Control Movement of Dislocated Civilians

7-51. Units assist, direct, or deny the movement of civilians whose location, direction of movement, or actions may hinder operations. Army forces do not assume control of dislocated civilian movement unless requested to do so by the host nation or unless operating in an environment with a hostile government. (ATP 3-39.30) (USAMPS)

No.	*Scale*	*Measure*
01	Yes/No	Dislocated civilians did not interfere with the conduct of unit operations.
02	Yes/No	Unit developed plans to handle the movement of dislocated civilians in the area of operations.
03	Yes/No	Unit updated higher headquarters on the progress of the operation.
04	Yes/No	Soldiers treated dislocated civilians per the Geneva Convention and agreements between the United States and host nation.
05	Percent	Of subordinate elements assisting civil affairs and host-nation agencies in conducting populace and resources control operations.
06	Number	Of identified populace resources that must be denied contact with the enemy.
07	Number	Of dislocated civilians diverted from routes and areas when they might interfere with United States and allied military operations.
08	Number	And location of dislocated civilian collection points and assembly areas.

ART 7.3.3.3 Assist Dislocated Civilians

7-52. Army units assist dislocated civilians and continually assess numbers, locations, and needs of dislocated civilians as well as available support capacity such as host-nation organizations, nongovernmental organizations, relief supplies, physical transport, distribution, and storage. When needed, Army units help transport dislocated civilians, provide information, distribute water and food, and provide emergency medical assistance and locations for protection or humanitarian assistance. (ATP 3-07.5) (USAPKSOI)

No.	*Scale*	*Measure*
01	Yes/No	Unit ensured humanitarian access to populations in need.
02	Yes/No	Unit estimated food aid needs for affected populations.
03	Yes/No	Unit assessed the adequacy of local physical transport, distribution, and storage.

No.	Scale	Measure
04	Yes/No	Unit provided humanitarian assistance, including emergency food, water, sanitation, shelter, and health services.
05	Yes/No	Unit established camps for dislocated civilians.
06	Yes/No	Unit established and maintained order in camps.
07	Yes/No	Unit ensured adequate protection and monitoring.
08	Yes/No	Unit ensured humanitarian aid and security forces access to camp.
09	Time	To develop policy for providing minimum-essential support requirements to dislocated civilians.
10	Time	To establish policy for final disposition of dislocated civilians to include guidelines for their release to return to their homes and transition of United States control over their camps to host-nation, multinational, and nongovernmental organizations.

ART 7.3.3.4 CONDUCT POPULACE AND RESOURCE CONTROL

7-53. Units provide security for a populace, deny personnel and materials to the enemy, mobilize population and material resources, and detect and reduce the effectiveness of enemy agents. Populace controls also include implementing martial law during a complete breakdown of law and order; maintaining curfews; restricting movement, travel permits, and registration cards; and resettling villagers. Resource control measures include licenses, regulations or guidelines, checkpoints (for example, roadblocks), reaction controls, amnesty programs, and inspections of facilities. Two subdivisions of populace and resource control operations are dislocated civilian operations and evacuation of host-nation noncombatants. (ATP 3-39.30) (USAMPS)

No.	Scale	Measure
01	Yes/No	The imposition of population and resource control measures met commander's intent of establishing control measures.
02	Yes/No	Unit accounted for and disposed of collected contraband per international and United States law, applicable regulations, and status-of-forces agreements.
03	Yes/No	Unit maintained chain of custody for contraband if possession of contraband would result in criminal or administrative trial.
04	Yes/No	Requirement to gain approval for adjustments in population and resource control measures did not detract from effectiveness of program.
05	Time	To coordinate with host-nation agencies for implementing population and resource control measures.
06	Time	To develop plans for imposing populace control by the enforcement of curfews, movement restrictions, travel permits and registration cards, and evacuation of noncombatants.
07	Time	To develop plans for resource control, such as establishing roadblocks and checkpoints, verifying identification, inspecting facilities, enforcing local regulations and guidelines, controlling rations, and assisting with amnesty program.
08	Time	To inform local population of new or revised population and resource control measures imposed on them.
09	Time	To determine required population and resource control measures.
10	Percent	Of local population supporting population and resource control measures.
11	Percent	Of contraband detected during the conduct of resource control operations.
12	Percent	Of available effort devoted to population and resource control measures.
13	Percent	Of local population affected by population and resource control measures.
14	Number	Of restrictions imposed on local civilians.
15	Number	And types of units involved in populations and resource control operations.
16	Number	Of instances detected violations of population and resource control measures that units detected.

No.	Scale	Measure
17	Number	Of tons and types of contraband detected during resource control operations.
18	Number	Of military working dogs needed for patrol or the detection of narcotics and explosives.
19	Cost	To establish and administer population and resource control operation.

ART 7.3.3.5 Support Famine Prevention and Emergency Food Relief Programs

7-54. In response to a potential or actual food crisis, relief focuses on lifesaving measures to alleviate the immediate needs of a population in crisis. Support may include medical, logistics, transportation, and security. Those activities identified as specifically as humanitarian and civic assistance are specific programs authorized in legislation and controlled per Title 10, United States Code. (FM 3-07) (USAPKSOI)

No.	Scale	Measure
01	Yes/No	Unit monitored and analyzed food security and market prices.
02	Yes/No	Unit predicted the effects of conflict on access to food.
03	Yes/No	Unit estimated total food needs.
04	Yes/No	Unit assessed the adequacy of local physical transport, distribution, and storage.
05	Yes/No	Unit delivered emergency food to most vulnerable populations.
06	Yes/No	Unit assessed the effects of weather and climate on transportation networks and storage facilities.
07	Yes/No	Unit secured emergency nonfood relief distribution networks.
08	Yes/No	Unit delivered emergency nonfood items.
09	Yes/No	Unit provided emergency shelter for immediate needs.
10	Yes/No	Unit developed local expertise and ownership through capacity building.
11	Yes/No	Unit coordinated with other donors and humanitarian agencies.

ART 7.3.3.6 Support Shelter and Nonfood Relief Programs

7-55. Military forces offer significant support capability to the broader effort to provide adequate shelter and nonfood relief during humanitarian crises. The welfare and perceptions of host-nation populations are often central to the mission during stability operations. (FM 3-07) (USAPKSOI)

No.	Scale	Measure
01	Yes/No	Unit provided secure nonfood relief distribution networks.
02	Yes/No	Unit delivered emergency nonfood items.
03	Yes/No	Unit provided emergency shelter for immediate needs.
04	Yes/No	Unit cleared devastated housing and assessed damage.

ART 7.3.3.7 Conduct Medical Stability Operations

7-56. Civil-military medicine is a discipline within operational medicine comprising public health and medical issues that involve a civil-military interface (foreign or domestic), including military medical support to civil authorities (domestic), medical elements of security cooperation activities, and medical civil military operations. (JP 4-02) (JS)

ART 7.3.3.8 Support Public Health Programs

7-57. The military contribution to the public health sector, especially early in an operation, enables the complementary efforts of local and international aid organizations. The initial efforts of military forces aim to stabilize the public health sector. These efforts may include assessments of the medical and public health systems such as infrastructure, medical staff, training and education, medical logistics, and public health programs. Following these initial response tasks, civilian organizations tailor their efforts to reforming the

three public health sectors through health systems strengthening and other public health capacity-building activities. (FM 3-07) (USAPKSOI)

No.	Scale	Measure
01	Yes/No	Unit repaired and rebuilt clinics and hospitals.
02	Yes/No	Unit evaluated need for new clinics and hospitals.
03	Yes/No	Unit prevented epidemics through immediate vaccinations.
04	Yes/No	Unit assessed chronic and acute malnutrition.
05	Yes/No	Unit assessed emergency physical and psychological care needs.
06	Yes/No	Unit identified, safeguarded, and eliminated most dangerous public health hazards.
07	Yes/No	Unit evaluated water sources.
08	Yes/No	Unit supported host-nation waste and wastewater management capacity.
09	Yes/No	Unit supported public health information campaigns to educate population.
10	Yes/No	Unit identified public health information requirements for commander's critical information requirements consideration.
11	Yes/No	Unit conducted passive collection of medical information and utilized medical intelligence to obtain situational awareness.
12	Yes/No	Unit assisted in coordinating United States government, host-nation, and private resources to support public health programs.

ART 7.3.4 SUPPORT GOVERNANCE

7-58. Stability operations establish conditions that enable actions by civilian and host-nation actions to succeed. By establishing security and control, stability operations provide a foundation for transitioning authority to other government or intergovernmental agencies and eventually to the host nation. Once this transition is complete, commanders focus on transferring control to a legitimate civil authority according to the desired end state. (ADRP 3-07) (USAPKSOI)

ART 7.3.4.1 SUPPORT TRANSITIONAL ADMINISTRATION

7-59. When the host-nation government has collapsed or been deposed, initial response efforts focus on immediately filling the void in governance. In either situation, the reliability and trustworthiness of local officials is suspect; due care and prudence is necessary to avoid empowering officials whose interests and loyalties are inconsistent with those of the force. (FM 3-07) (USAPKSOI)

No.	Scale	Measure
01	Yes/No	Actions of temporary civil administration supported mission accomplishment of United States forces in the area of operations.
02	Yes/No	Unit vetted host-nation officials.
03	Yes/No	Leadership at multiple levels of government reconstituted.
04	Yes/No	Unit established interim legislative processes.
05	Yes/No	Unit established identification regime including securing documents relating to personal identification, property ownership, court records, voter registries, birth certificates, and driving licenses.
06	Yes/No	Unit developed mechanisms for dealing with claims and disputes relating to property ownership and court records.

ART 7.3.4.2 SUPPORT DEVELOPMENT OF LOCAL GOVERNANCE

7-60. Establishing effective governance at the local level is necessary before developing governance institutions and processes throughout the state. Initially, effective local governance depends almost entirely on the ability to provide essential civil services to the people; restoring these services is also fundamental to humanitarian relief efforts. (FM 3-07) (USAPKSOI)

No.	Scale	Measure
01	Yes/No	Local governance in the area of operations (AO) supported the mission of United States forces.
02	Yes/No	Unit established mechanisms for local level participation.
03	Yes/No	Unit provided resources to maintain local public services.
04	Yes/No	Unit identified, secured, rehabilitated, and maintained basic facilities for local government.
05	Yes/No	Unit restored essential local public services.
06	Yes/No	Unit provided legal guidance and assistance to the transitional government to mitigate the near-term effects of corruption.
07	Yes/No	Unit provided advice to local community health authorities and committees.
08	Time	To develop plans to restore civilian authority during and after military operations.
09	Time	To establish civil society and media by strengthening the civil society environment, improving civic education, and strengthening civil capacity and partnerships.
10	Time	To disseminate public information and communication.
11	Time	To create political parties through party formation and training.
12	Time	To begin elections planning and execution at local levels.
13	Time	To conduct legal review of planned changes to public administration system and regulations.
14	Percent	Of local control of public administration in the AO.
15	Percent	Of United States forces in AO providing support to local governance.
16	Percent	Of local population satisfied with services provided them in the AO.

ART 7.3.4.3 SUPPORT ELECTIONS

7-61. Military forces may be required to provide security assistance to the host-nation civil authorities or international election commission agencies to prevent the disruption of elections. The primary role of military forces in support of elections is to facilitate civil order by providing a secure environment and should not be perceived as influencing the election outcome. United States (U.S.) forces should not be perceived as influencing elections by endorsing political platforms, parties, or candidates. Ideally, host-nation government and institutions will have the lead in developing and implementing elections with U.S. military in a supporting role. This support may include assisting the electoral commission in the planning and coordination of the election execution process and augmenting the host-nation security forces, as directed. Overt U.S. forces involvement in elections may be perceived as detrimental to an open, democratic, and legitimate election and taint the outcome. Planning and execution must be consistent with U.S. law, military guidance, and host-nation government regulations. The integrity of the election is the responsibility of the host-nation government or international election commission. (FM 3-07) (USAPKSOI)

Note: Army forces performing ancillary tasks—such as security patrols, observation posts, and medical support—contribute to the performance of this task. (FM 3-07) (USAPKSOI)

No.	Scale	Measure
01	Yes/No	Unit identified American Embassy and task force commander's guidance on roles, responsibilities, instructions, and parameters for United States forces.
02	Yes/No	Unit ensured military support roles and responsibilities complied with United States laws, military guidance, and host-nation regulations.
03	Yes/No	Unit coordinated planning with the lead election security agency.
04	Yes/No	Unit coordinated security mission requirements with joint, interagency, and multinational observers; election commission; host-nation government; and indigenous security forces.

No.	Scale	Measure
05	Yes/No	Unit monitored intelligence and civil information reports for potential security issues and other contingencies.
06	Yes/No	Unit assessed security force capabilities and vulnerabilities to accomplish mission requirements.
07	Yes/No	Unit conducted area and route security assessment.
08	Yes/No	Unit augmented host-nation security forces in providing area security and reconnaissance in pre-elections, during elections, or post-elections, as required.
09	Yes/No	Unit helped develop shaping security plans prior to election.
10	Yes/No	Unit helped develop decisive security plans during conduct of election.
11	Yes/No	Unit helped develop contingency security plans for various election outcome scenarios.

ART 7.3.5 SUPPORT ECONOMIC AND INFRASTRUCTURE DEVELOPMENT

7-62. Support to economic and infrastructure development helps a host nation develop capability and capacity in these areas. It may involve direct and indirect military assistance to local, regional, and national entities, economies, and economic capacity building systems. Infrastructure development complements and reinforces efforts to stabilize the economy. It focuses on the society's physical aspects that enable the state's economic viability. These physical aspects of infrastructure include transportation (roads, bridges, railways, airports, and ports and waterways), telecommunications, energy (natural resources, the electrical power sector, and energy production and distribution), and general (engineering and construction, and municipal services) infrastructure. (ADRP 3-07) (USAPKSOI)

No.	Scale	Measure
01	Yes/No	Unit developed partnerships with local organizations to meet community needs, assist with the development of local economic capacity building systems (education and training, health care, money and banking, rule of law, and economic governance), and increase local capacity to develop and maintain transportation, telecommunications, energy, and information critical infrastructure.
02	Time	To assist host-nation people develop local and regional transportation plans.
03	Time	To assist host-nation people develop local and regional telecommunication plans.
04	Time	To assist host-nation people develop local and regional energy plans.
05	Time	To assist host-nation people construct facilities that restored and promoted overall host-nation governance, commerce, and social well-being.

ART 7.3.5.1 SUPPORT ECONOMIC DEVELOPMENT AND STABILIZATION

7-63. Economic recovery begins with an actively engaged labor force. When a military force occupies an operational area, the demand for local goods, services, and labor creates employment opportunities for the local populace. Local projects, such as restoring public services, rebuilding schools, or clearing roads, offer additional opportunities for the local labor pool. Drawing on local goods, services, and labor presents the force with the first opportunity to infuse cash into the local economy, which in turn stimulates market activity. (FM 3-07) (USAPKSOI)

No.	Scale	Measure
01	Yes/No	Unit assessed civilian unemployment in the area of operations to determine the suitability of implementing economic development initiatives.
02	Yes/No	Unit implemented sustainable and coordinated initiatives to provide immediate employment.
03	Yes/No	Unit worked with local people and businesses to create employment opportunities for local people.
04	Yes/No	Unit assessed the labor force for critical skills requirements and deficiencies.

No.	Scale	Measure
05	Yes/No	Unit established vetting program to ensure the reliability of the workforce.
06	Yes/No	Unit worked with local people to design and implement sustainable public works projects.
07	Time	To assess the availability of civilian resources for civilian and military use.
08	Time	To work with host-nation people to reestablish government payment mechanisms to pay recurrent and emergency expenditures.
09	Time	To work with host-nation people to implement plans for revenue generation and customs taxation.
10	Time	To work with host-nation people to implement strategy for improved tax audit, collection, and enforcement.
11	Time	To assist national, provincial, and local governments in formulating economic recovery plans.
12	Time	To institutionalize regulatory system to govern financial transactions by banks.
13	Time	To foster economic integration through global, regional, and local organizations.

ART 7.3.5.2 Support Private Sector Development

7-64. Developing the private sector typically begins with employing large portions of the labor force. In addition to acquiring goods and services from the local economy, the tasks that support private sector development infuse much-needed cash into local markets and initiate additional public investment and development. (FM 3-07) (USAPKSOI)

No.	Scale	Measure
01	Yes/No	Unit assessed the depth of the private sector.
02	Yes/No	Unit identified obstacles to private sector development (such as barriers to entry, high import taxes, import restrictions, and lack of business credit, power, transport, or telecommunications).
03	Yes/No	Unit strengthened private sector through contracting and outsourcing.
04	Yes/No	Unit provided investors with protection and incentives.
05	Percent	Of industries owned or started through private ownership and capital.

ART 7.3.5.3 Protect Natural Resources and Environment

7-65. Protecting a nation's natural resources is an extension of the requirement to secure and protect other institutions of the state. Additionally, it preserves the long-term economic development and investment capacity of a fragile state. This capacity includes the revenues generated by the storage, distribution, and trade in natural resources. Rival factions often target these resources to finance illegitimate interests. (FM 3-07) (USAPKSOI)

No.	Scale	Measure
01	Yes/No	Unit assessed and secured access to valuable natural resources.
02	Yes/No	Unit prevented the capture of revenues from natural resources.
03	Yes/No	Unit stopped illicit trade in natural resources.
04	Yes/No	Unit preserved long-term economic development and investment capacity.
05	Yes/No	Unit protected water resources.
06	Yes/No	Unit secured and protected post-harvest storage facilities.
07	Yes/No	Unit established work programs to support agricultural development, if required.
08	Yes/No	Unit identified constraints to agricultural production.
09	Yes/No	Unit assessed health, diversity, and numbers of animals.
10	Yes/No	Unit kept core reproductive group alive through water and fodder provision.
11	Yes/No	Unit destocked as appropriate.

No.	Scale	Measure
12	Yes/No	Unit provided veterinary services, if required.
13	Yes/No	Unit established sanitary practices and procedures (production and processing).
14	Yes/No	Unit improved food safety systems to facilitate agricultural trade.
15	Time	To identify policy makers in the agricultural, natural resources, and environment areas and discuss their priorities for their respective sectors.

ART 7.3.5.4 SUPPORT GENERAL INFRASTRUCTURE RECONSTRUCTION PROGRAMS

7-66. General infrastructure reconstruction programs focus on rehabilitating the state's ability to produce and distribute fossil fuels, generate electrical power, exercise engineering and construction support, and provide municipal and other services to the populace. As with the restoration of essential services, support to general infrastructure programs requires a thorough understanding of the civil component of the area of operations. (ATP 3-07.5) (USAPKSOI)

No.	Scale	Measure
01	Yes/No	Unit assessed overall condition of national transportation infrastructure (airports, roads, bridges, railways, and coastal and inland ports, harbors, and waterways).
02	Yes/No	Unit initiated immediate improvement to the transportation and distribution networks of the host nation, if required, based on indigenous regulatory provisions.
03	Yes/No	Unit assessed overall condition of national telecommunications infrastructure.
04	Yes/No	Unit assessed overall condition of national energy infrastructure.
05	Yes/No	Unit assessed overall condition of existing power generation and distribution facilities.
06	Yes/No	Unit assessed overall condition of existing natural resources conversion and distribution facilities.
07	Yes/No	Unit assessed overall condition of existing facilities integral for effectively executing essential tasks in other sectors.
08	Yes/No	Unit assessed overall condition of existing local, municipal facilities that provided essential services.
09	Yes/No	Unit determined and prioritized essential infrastructure programs and projects.
10	Yes/No	Unit conducted expedient repairs or built new facilities to support stabilization.
11	Yes/No	Unit conducted expedient repairs or built new facilities to facilitate commercial trade.
12	Yes/No	Unit conducted expedient repairs or built new facilities to support local populace (such as schools, medical clinics, and municipal buildings).

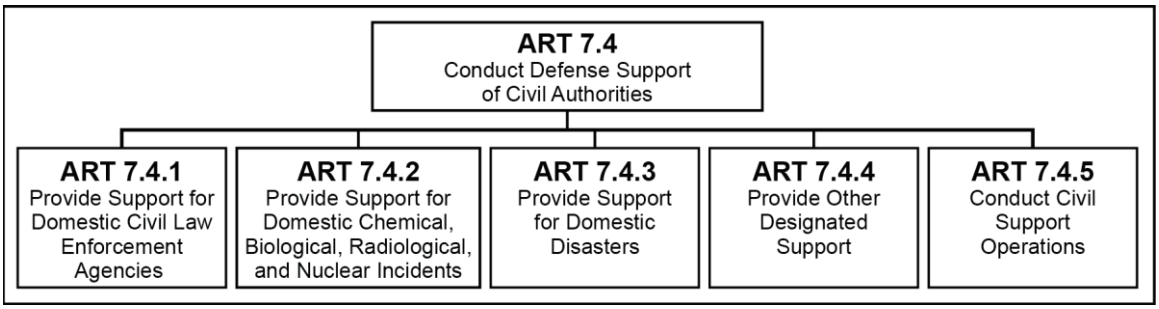
ART 7.3.5.5 SUPPORT HOST-NATION TELECOMMUNICATIONS INFRASTRUCTURE RECONSTRUCTION PROGRAM

7-67. This ART focuses on providing initial assessment of the operational readiness and capabilities of the host nation's official public communications systems (and when or if necessary private telecommunications systems). The systems enable a government to communicate with its populace. This ART includes mass media systems including radio station equipment and antennae systems, television stations and antenna systems, data network equipment and servers that connect to the wider Internet, and wired or wireless telephone central systems and antennae. This requires thoroughly understanding the technical operation of commercial off-the-shelf equipment and systems used in providing mass communications systems. (FM 3-07) (USAPKSOI)

No.	Scale	Measure
01	Yes/No	Unit assessed and prioritized television broadcast telecommunications capabilities available to the host-nation government authority.
02	Yes/No	Unit assessed and prioritized radio broadcast telecommunications capabilities available to the host-nation government authority.

No.	Scale	Measure
03	Yes/No	Unit assessed and prioritized Internet system capabilities available to the host-nation government for internal and external communications.
04	Yes/No	Unit assessed and prioritized wired and wireless telephonic telecommunications capabilities available to the host-nation government authority.
05	Percent	Of state or geographic region's government authorities that can complete two-way electronic communications with the host-nation government authority and supporting United States nongovernmental organizations.
06	Percent	Of state or geographic region's government authorities with which the host-nation government authority can communicate with one-way communications.

SECTION IV – ART 7.4: CONDUCT DEFENSE SUPPORT OF CIVIL AUTHORITIES



7-68. *Defense support of civil authorities* is support provided by United States Federal military forces, Department of Defense civilians, Department of Defense contract personnel, Department of Defense component assets, and National Guard forces (when the Secretary of Defense, in coordination with the governors of the affected states, elects and requests to use those forces in Title 32, United States Code, status) in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events (DODD 3025.18). Defense support of civil authorities is a task that takes place only in the homeland, although some of its tasks are similar to stability tasks. Defense support of civil authorities is always conducted in support of another primary or lead federal agency. (ADP 3-28) (USACAC)

ART 7.4.1 PROVIDE SUPPORT FOR DOMESTIC CIVIL LAW ENFORCEMENT AGENCIES

7-69. Support to domestic civil law enforcement involves activities related to the Department of Justice's counterterrorism activities, counterdrug activities, military assistance during civil disturbances, and general support. Army support involves providing resources, training, or augmentation. Federal military forces remain under the military chain of command while supporting civil law enforcement. The supported law enforcement agency coordinates Army forces activities per appropriate civil laws and interagency agreements. Army National Guard units in state status can be a particularly useful military resource. They may be able to provide assistance to civil authorities when federal units cannot due to the Posse Comitatus Act. Title 10, United States Code, prohibits the military from directly participating in arrests, searches, seizures, or other similar activities unless authorized by law. (ADRP 3-28) (USACAC)

Note: Support to civil law enforcement includes border protection enforcement, combating terrorism, critical infra Army missions related to supporting civil law enforcement in counterdrug operations are discussed under ART 7.6.1.5 (Provide Military Support to Counterdrug Efforts). structure protection as well as Department of Defense support to counterdrug operations.

ART 7.4.2 PROVIDE SUPPORT FOR DOMESTIC CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR INCIDENTS

7-70. Chemical, biological, radiological, and nuclear weapons and explosive ordnance disposal support provided in defense support of civil authorities are tasks addressed elsewhere in the ADRP 1-03. (ADRP 3-28) (USACAC)

Note:

- ART 6.8.5 (Provide Technical Chemical, Biological, Radiological, and Nuclear Expertise) discusses the coordination of essential services and activities required to manage and mitigate damage due to the use of chemical, biological, radiological, and nuclear threats and hazards.
- ART 6.11.1.2 (Coordinate Domestic Explosive Ordnance Disposal Support) addresses assistance to include providing explosive ordnance disposal service when requested by local, state, or federal authorities in the interest of public safety.
- ART 6.11.1.3 (Coordinate Interagency Support) addresses training for personnel, federal agencies, and public officials involved with civil emergency preparedness, law enforcement, and fire protection as requested.

ART 7.4.3 PROVIDE SUPPORT FOR DOMESTIC DISASTERS

7-71. Military response to natural and manmade disasters occurs at four levels: at the direction of the governor for state National Guard forces; after a declaration by the President, which the governor of the affected state requests; the direction of Secretaries of the Army, Marine Corps, Navy, or Air Force for capabilities not assigned to combatant commanders (such as bases and installations); and through immediate response authority, according to conditions allowing military support in urgent situations. (ADRP 3-28) (USACAC)

ART 7.4.4 PROVIDE OTHER DESIGNATED SUPPORT

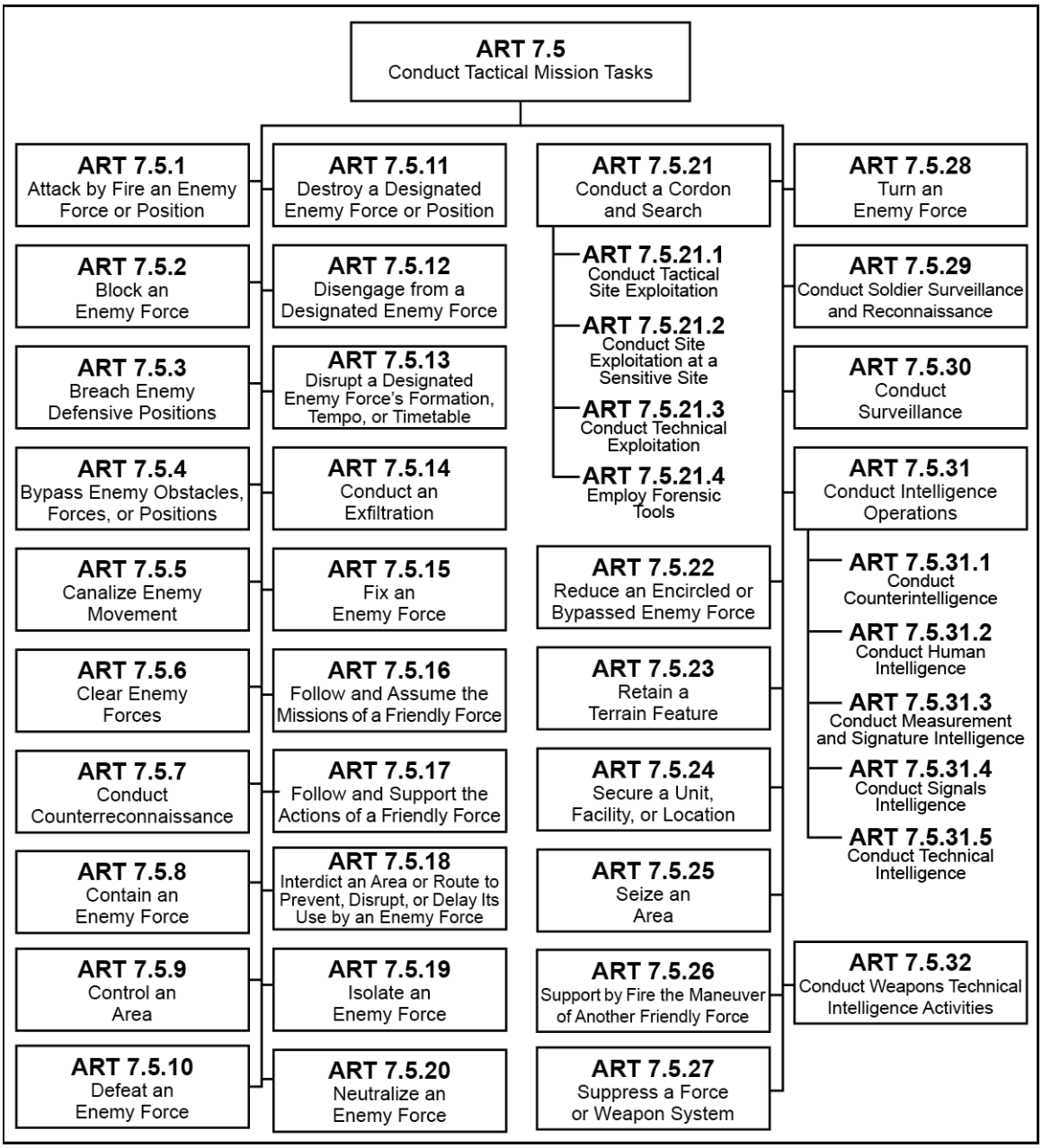
7-72. Community assistance is a broad range of activities that provides support and maintains a strong connection between the military and civilian communities. Community assistance activities provide effective means of projecting a positive military image, provide training opportunities, and enhance the relationship between Army forces and the American public. They should fulfill community needs that would not otherwise be met. Community assistance activities can enhance individual and unit combat readiness. Army assistance to the community can include air ambulance support, search and rescue activities, firefighting capability, explosive ordnance disposal, emergency or broad-based medical care, wildlife and domestic animal management, assistance in safety and traffic control, emergency snow removal, temporary supplemental housing for the displaced or disadvantaged, and postal augmentation. (ADRP 3-28) (USACAC)

ART 7.4.5 CONDUCT CIVIL SUPPORT OPERATIONS

7-73. National Guard civil support, together with defense support of civil authorities, comprises support provided by the components of the Army to civil authorities within the United States and its territories. National Guard civil support consists of support for domestic disasters; support for domestic civilian law enforcement; support for domestic chemical, biological, radiological, or nuclear incidents; or other designated domestic support provided by the National Guard of the states to civil authorities while in state active duty status or Title 32 status when authorized in statute or approved by the Secretary of Defense. (ADRP 3-28) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Unit conducted area assessment.
02	Yes/No	Unit conducted liaison with appropriate federal, state, and local government agencies.
03	Yes/No	Unit submitted developed support plans to approving authority for review and approval.
04	Yes/No	Unit maintained approved support plans for disaster relief and other emergency service strategies.
05	Yes/No	Unit coordinated training for military units working with federal, state, and local emergency services providers.
06	Yes/No	Unit evaluated operations based on measures of effectiveness and performance.
07	Yes/No	Unit consolidated plans, reports, workbooks, status boards, charts, continuity books, and graphs in support mission requirements for transition to civilian authorities.

SECTION V – ART 7.5: CONDUCT TACTICAL MISSION TASKS



7-74. A tactical mission task is the specific activity performed by a unit while executing a form of tactical operation or form of maneuver. Tactical mission tasks describe lethal and nonlethal results or effects the commander wants to generate or create to accomplish the mission (they are the *what* or *why* of a mission statement). The tasks in this section are often given to units as the tasks or purpose of their mission statement. The most critical measure for all tactical mission tasks is if the mission is accomplished. (FM 3-90-1) (USACAC)

ART 7.5.1 ATTACK BY FIRE AN ENEMY FORCE OR POSITION

7-75. Attack by fire uses direct fires, supported by indirect fires, to engage an enemy without closing to destroy, suppress, fix, or deceive the enemy. (FM 3-90-1) (USACAC)

ART 7.5.2 BLOCK AN ENEMY FORCE

7-76. Block denies the enemy access to an area or prevents an advance in a direction or along an avenue of approach. Block is also an obstacle effect that integrates fire planning and obstacle efforts to stop an attacker along a specific avenue of approach or prevent the attacking force from passing through an engagement area. (FM 3-90-1) (USACAC)

ART 7.5.3 BREACH ENEMY DEFENSIVE POSITIONS

7-77. *Breach* is a tactical mission task in which the unit employs all available means to break through or establish a passage through an enemy defense, obstacle, minefield, or fortification. A breach is a synchronized combined arms operation under the control of the maneuver commander. (FM 3-90-1) (USACAC)

ART 7.5.4 BYPASS ENEMY OBSTACLES, FORCES, OR POSITIONS

7-78. *Bypass* is a tactical mission task in which the commander directs the unit to maneuver around an obstacle, position, or enemy force to maintain the momentum of the operation, while deliberately avoiding combat with the enemy force. (FM 3-90-1) (USACAC)

ART 7.5.5 CANALIZE ENEMY MOVEMENT

7-79. Canalize is when the commander restricts enemy movement to a narrow area by exploiting terrain coupled with the use of obstacles, fires, or friendly maneuver. (FM 3-90-1) (USACAC)

ART 7.5.6 CLEAR ENEMY FORCES

7-80. Clear requires the commander to remove all enemy forces and eliminate organized resistance within an assigned area. Physical conditions of the area affect the specific tactics, techniques, and procedures employed. (FM 3-90-1) (USACAC)

ART 7.5.7 CONDUCT COUNTERRECONNAISSANCE

7-81. Counterreconnaissance encompasses all measures taken by a commander to counter enemy surveillance and reconnaissance efforts. Counterreconnaissance is not a distinct mission but a component of all forms of security operations. See ART 6.6.3 (Conduct Security Operations). (FM 3-90-1) (USACAC)

ART 7.5.8 CONTAIN AN ENEMY FORCE

7-82. Contain requires the commander to stop, hold, or surround enemy forces or to cause them to center their activity on a given front and prevent them from withdrawing any part of their forces for use elsewhere. (FM 3-90-1) (USACAC)

ART 7.5.9 CONTROL AN AREA

7-83. Control requires the commander to maintain physical influence over a specified area to prevent its use by an enemy or to create conditions necessary for successful friendly operations. (FM 3-90-1) (USACAC)

ART 7.5.10 DEFEAT AN ENEMY FORCE

7-84. Defeat occurs when an enemy force has temporarily or permanently lost the physical means or will to fight. The defeated force's commander is unwilling or unable to pursue an adopted course of action, thereby yielding to the friendly commander's will and no longer interfering to a significant degree with the actions of friendly forces. Defeat can result from the use of force or the threat of its use. (FM 3-90-1) (USACAC)

ART 7.5.11 DESTROY A DESIGNATED ENEMY FORCE OR POSITION

7-85. Destroy involves the physical rendering of an enemy force to combat ineffectiveness until it is reconstituted. Alternatively, to destroy a combat system is to damage it so badly that it cannot perform its function or be restored to a usable condition without being entirely rebuilt. (FM 3-90-1) (USACAC)

ART 7.5.12 DISENGAGE FROM A DESIGNATED ENEMY FORCE

7-86. Disengagement occurs when a commander has the unit break contact with the enemy to allow the conduct of another mission or to avoid decisive engagement. (FM 3-90-1) (USACAC)

ART 7.5.13 DISRUPT A DESIGNATED ENEMY FORCE'S FORMATION, TEMPO, OR TIMETABLE

7-87. Disrupt is when a commander integrates direct and indirect fires, terrain, and obstacles to upset an enemy formation or tempo, interrupt the timetable, or cause forces to commit prematurely or attack in a piecemeal fashion. (FM 3-90-1) (USACAC)

ART 7.5.14 CONDUCT AN EXFILTRATION

7-88. Exfiltrate is where a commander removes personnel or units from areas under enemy control by stealth, military deception, surprise, or clandestine means. (FM 3-90-1) (USACAC)

ART 7.5.15 FIX AN ENEMY FORCE

7-89. Fix is where a commander prevents the enemy from moving any part of the force from a specific location for a specific time. (FM 3-90-1) (USACAC)

ART 7.5.16 FOLLOW AND ASSUME THE MISSIONS OF A FRIENDLY FORCE

7-90. Follow and assume is when a second committed force follows a force conducting an offensive operation and is prepared to continue the mission of that force when it becomes fixed, attritted, or otherwise unable to continue. (FM 3-90-1) (USACAC)

ART 7.5.17 FOLLOW AND SUPPORT THE ACTIONS OF A FRIENDLY FORCE

7-91. Follow and support is when a committed force follows and supports the mission accomplishment of a leading force conducting an offensive operation. (FM 3-90-1) (USACAC)

ART 7.5.18 INTERDICT AN AREA OR ROUTE TO PREVENT, DISRUPT, OR DELAY ITS USE BY AN ENEMY FORCE

7-92. Interdict is where the commander prevents, disrupts, or delays enemy use of an area or route. (FM 3-90-1) (USACAC)

ART 7.5.19 ISOLATE AN ENEMY FORCE

7-93. Isolate requires a unit to seal off—physically and psychologically—an enemy force from its sources of support, deny it freedom of movement, and prevent the isolated enemy force from having contact with other enemy forces. (FM 3-90-1) (USACAC)

ART 7.5.20 NEUTRALIZE AN ENEMY FORCE

7-94. Neutralize results in rendering enemy personnel or materiel incapable of interfering with friendly operations. (FM 3-90-1) (USACAC)

ART 7.5.21 CONDUCT A CORDON AND SEARCH

7-95. *Cordon and search* is a technique of conducting a movement to contact that involves isolating a target area and searching suspected locations within that target area to capture or destroy possible enemy forces and contraband. (FM 3-90-1) (USACAC)

ART 7.5.21.1 CONDUCT TACTICAL SITE EXPLOITATION

7-96. Tactical site exploitation describes the actions taken to ensure that information, materiel, and personnel are discovered at a point of occurrence or event, gathered, and analyzed so the unit and its higher headquarters can use the resulting facts, information, or intelligence to answer information requirements, protect the force, and produce an advantage within the operational variables (a comprehensive set of information categories used to define an operational environment) to support tactical, operational, and strategic objectives. (ATP 3-90.15) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Unit established a standard operating procedure that included tactical site exploitation activities.
02	Yes/No	Unit integrated tactical site exploitation activities into unit plans and orders.
03	Time	In hours from receipt of tasking to receipt of specialized enablers.
04	Time	From seizing the objective to the completion of site exploitation activities.
05	Time	From initial presumptive analysis of information, materiel, and persons on site to dissemination to higher headquarters.
06	Time	From receipt at operational and strategic exploitation facilities to dissemination of analytical findings to higher headquarters and initial collecting unit.
07	Number	Of specialized assets required.
08	Number	And types of information, materiel, and persons detected.
09	Number	And types of information and materiel properly collected.
10	Number	Of persons retained.

No.	Scale	Measure
11	Number	And types of information, materiel, and persons processed.
12	Number	And types of information and materiel analyzed.

ART 7.5.21.2 Conduct Site Exploitation at a Sensitive Site

7-97. Units detect, collect, process, and analyze information, materials, and people during the conduct of operations at a sensitive site. A sensitive site is a geographically limited area that contains, but is not limited to, biometric residue (or remains), adversary information systems, evidence of war crimes, critical government facilities, and areas suspected of containing high-value targets. (JP 3-31) (JS)

No.	Scale	Measure
01	Yes/No	Unit established a standard operating procedure that included site exploitation activities.
02	Yes/No	Unit integrated site exploitation activities into unit plans and orders.
03	Yes/No	Unit planned and employed biometric data collection for every operation.
04	Yes/No	Unit trained identified individuals in site exploitation.

ART 7.5.21.3 Conduct Technical Exploitation

7-98. Technical exploitation is characterized by the detailed examination and testing of information and materiel by technical and scientific enablers using forensically sound procedures. Technical exploitation may occur on site if time, equipment, and trained personnel are available and conditions permit. Units perform activities such as technical processing, scientific testing, analysis, interpretation, document translation, conversion of electronic data into standardized formats, and decryption of encoded material. (ATP 3-90.15) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit established a standard operating procedure that included technical exploitation activities.
02	Yes/No	Unit followed forensically sound procedures.
03	Time	For results of analysis to be available to planners.
04	Time	In minutes to provide a voice or e-mail report of the analysis to higher headquarters and the providing unit.
05	Time	In hours to provide a hard copy formal report of the analysis to higher headquarters and the providing unit.
06	Percent	Of collected information, materiel, and persons analyzed within 24 hours of receipt.
07	Percent	Of collected information and materiel analyzed.

ART 7.5.21.4 Employ Forensic Tools

7-99. When conducting site exploitation, units employ forensic tools while searching for, collecting, and analyzing information, materiel, and people discovered at a site. Forensic science (often shortened to forensics) is the application of multidisciplinary scientific processes to establish facts. The integration and employment of forensic tools must be trained and practiced throughout planning, preparation, execution, and assessment of operations in accordance with established standards, doctrine, and policy. (ATP 3-90.15) (USACAC)

No.	Scale	Measure
01	Percent	Of Soldiers able to operate forensic equipment.
02	Percent	Of Soldiers trained in basic collection methods using forensic techniques at home station.

No.	Scale	Measure
03	Percent	Of Soldiers trained in basic collection methods using forensic techniques at mobilization station.
04	Percent	Of Soldiers trained in the use of presumptive analysis tools such as biometric enrollment devices, explosive detection, and gunshot residue.

ART 7.5.22 REDUCE AN ENCIRCLED OR BYPASSED ENEMY FORCE

7-100. ART 7.5.22 involves the destruction of an encircled or bypassed enemy force. (FM 3-90-1) (USACAC)

ART 7.5.23 RETAIN A TERRAIN FEATURE

7-101. ART 7.5.23 is when the commander ensures a terrain feature already controlled by a friendly force remains free of enemy occupation or use. (FM 3-90-1) (USACAC)

ART 7.5.24 SECURE A UNIT, FACILITY, OR LOCATION

7-102. ART 7.5.24 involves preventing a unit, facility, or geographical location from being damaged or destroyed as a result of enemy action. (FM 3-90-1) (USACAC)

ART 7.5.25 SEIZE AN AREA

7-103. This ART involves taking possession of a designated area using overwhelming force. (FM 3-90-1) (USACAC)

ART 7.5.26 SUPPORT BY FIRE THE MANEUVER OF ANOTHER FRIENDLY FORCE

7-104. This ART is when a maneuver force moves to a position where it can engage the enemy by direct fire to support another maneuvering force. (FM 3-90-1) (USACAC)

ART 7.5.27 SUPPRESS A FORCE OR WEAPON SYSTEM

7-105. This ART results in the temporary degradation of the performance of a force or weapon systems below the level needed to accomplish its mission. (FM 3-90-1) (USACAC)

ART 7.5.28 TURN AN ENEMY FORCE

7-106. ART 7.5.28 involves forcing an enemy force to move from one avenue of approach or mobility corridor to another. (FM 3-90-1) (USACAC)

ART 7.5.29 CONDUCT SOLDIER SURVEILLANCE AND RECONNAISSANCE

7-107. Every Soldier, as a part of a small unit, is a potential information collector and an essential component to answer commander's critical information requirements and facilitate the commander's situational understanding. Each Soldier develops a special level of awareness simply due to exposure to events occurring in the area of operations (AO) and has the opportunity to collect information by observation and interaction with the population. These observations and interactions provide depth and context to information collected through surveillance and reconnaissance. Collecting and reporting this

information within an AO is a critical element to achieving situational understanding of the AO. Leaders must create a climate that allows all Soldiers to feel free to report what they see and learn on a mission. (FM 2-91.6) (USAICOE)

Note: This task is supported by ART 2.3.4.1.1 (Establish a Mission Intelligence Briefing Plan) and direct support ART 2.3.4.1.2 (Establish a Debriefing Plan).

ART 7.5.30 CONDUCT SURVEILLANCE

7-108. Surveillance involves observing an area to collect information. Surveillance tasks can be performed by a variety of assets (ground, air, sea, and space), means (Soldier and systems), and mediums (throughout the electromagnetic spectrum). (FM 3-55) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Surveillance assets collected required information.
02	Yes/No	Identified support requirements for each surveillance asset was sufficient.
03	Yes/No	Enemy forces detected surveillance asset.
04	Yes/No	Surveillance system or force reported all information in a timely and accurate manner.
05	Yes/No	Unit maintained continuous surveillance by using appropriate asset mix and cueing.
06	Yes/No	Information observed or gained from contact with the local population (including biometric enrollments, forensics material, and documents or media) by units conducting an area reconnaissance was collected by debriefing Soldiers or from unit reports and placed in appropriate systems.
07	Yes/No	Surveillance force positioned and reporting no later than time specified in the order.
08	Yes/No	Surveillance force extracted or repositioned upon completion of assigned surveillance task or period.
09	Time	To respond to request for emergency extraction or repositioning.
10	Time	From receipt of tasking until surveillance assets were in place and operational.
11	Time	To respond to new taskings.
12	Time	To provide collected data to tasking agency analysts.
13	Time	To report information to requesting unit or agency to satisfy information requirements or priority intelligence requirements.
14	Percent	Of time able to respond to collection requirements.
15	Percent	Of collection requirements fulfilled by surveillance assets.
16	Percent	Of surveillance requirements satisfied using intelligence reach.
17	Percent	Of surveillance assets that were mission capable.
18	Percent	Of surveillance assets that became casualties during the mission.
19	Percent	Of assets collecting against assigned named areas of interest and target areas of interest.

ART 7.5.31 CONDUCT INTELLIGENCE OPERATIONS

7-109. *Intelligence operations* are the tasks undertaken by military intelligence units and Soldiers to obtain information to satisfy validated requirements (ADRP 2-0). Intelligence operations collect information about the activities and resources of the threat or information concerning the characteristics of an operational environment. At the tactical level, intelligence operations, reconnaissance, security operations, and surveillance are the four primary tasks conducted as part of information collection. The intelligence disciplines of counterintelligence, human intelligence, measurement and signature intelligence, signals intelligence, and technical intelligence routinely conduct tasks associated with intelligence operations. Intelligence operations are conducted by military intelligence collection assets. (FM 2-0) (USAICOE)

ART 7.5.31.1 CONDUCT COUNTERINTELLIGENCE

7-110. Counterintelligence (CI) at the tactical level is primarily focused on CI support to protection. CI assets at the tactical level are instrumental in protecting bases from infiltration, collection, and targeting by foreign intelligence and security services and international terrorist organizations. (See FM 2-22.2.) The decision at what level to employ a CI team is situation-dependent. The risk to the CI assets must be balanced with the need to collect against priority intelligence requirements and to protect the force as a whole. Rules of engagement, status-of-forces agreements, directions from higher headquarters, and the overall threat level may also restrict the deployment and use of CI teams. (FM 2-0) (USAICOE)

ART 7.5.31.2 CONDUCT HUMAN INTELLIGENCE

7-111. *Human intelligence* is the collection by a trained human intelligence collector of foreign information from people and multimedia to identify elements, intentions, composition, strength, dispositions, tactics, equipment, and capabilities (FM 2-22.3). Human intelligence (HUMINT) uses human sources as a tool and a variety of collection methods, both passive and active, to gather information to satisfy the commander's intelligence requirements and cue other information collection assets. Successful HUMINT collection requires detailed planning and extensive research of the population within the area of operations. The requirements for HUMINT collection must be detailed enough to allow identification of sources that can provide the needed information. HUMINT collectors must have specific training certifications to conduct certain methods of HUMINT collection. Commanders should manage training certifications requirements and plan ahead to ensure they have sufficient certified personnel to conduct HUMINT collection. (FM 2-0) (USAICOE) (See also DHE-M 3301.002.)

ART 7.5.31.3 CONDUCT MEASUREMENT AND SIGNATURE INTELLIGENCE

7-112. Remote sensors are used to perform such tasks as perimeter defense, surveillance, environmental monitoring (including radiological, nuclear, and early warning), and target acquisition. Remote sensors are not a military intelligence collection asset; however, they do provide information used to cue military intelligence collection assets to activity and should be considered when preparing the information collection plan. Soldiers or robotic vehicles place remote sensors either inside or outside buildings and structures. Units can employ remote sensors in almost any tactical situation. However, these sensors work best in areas that restrict major movement to a few key lines of communications and have easily discriminating traffic patterns of military and civilian activities. Remote sensor missions are ideally suited to support relatively stable situations, such as long-term defensive or security operations, in which the time and resources are available to develop an extensive sensor network throughout the area of operations. Remote sensors have limited utility in fast-moving mobile missions, raids, and other limited-duration operations unless adequate time and means are provided to emplace sensors before executing the operation. In addition, the employment of sensors in open terrain or heavily congested urban concentrations requires detailed planning to ensure the sensor network can provide the desired information in those environments. (FM 2-0) (USAICOE)

ART 7.5.31.4 CONDUCT SIGNALS INTELLIGENCE

7-113. Two major missions performed by signals intelligence (known as SIGINT) are signals intercept and direction finding. Signals intercept includes those actions used to search for, intercept, and identify threat electromagnetic signals for the purpose of immediate threat recognition. Direction finding is a procedure for obtaining lines of bearing of threat emitters for the purpose of determining their location. During collection, the Prophet platoon forms an extended, integrated baseline that supports both intercepting and locating threat emitters across the width and depth of the supported unit's front. A baseline consists of two or more Prophet teams deployed in a roughly linear formation. When operating in a multistation baseline, collection assets work together to locate and, if directed, track a threat emitter's movement. (FM 2-0) (USAICOE)

ART 7.5.31.5 CONDUCT TECHNICAL INTELLIGENCE

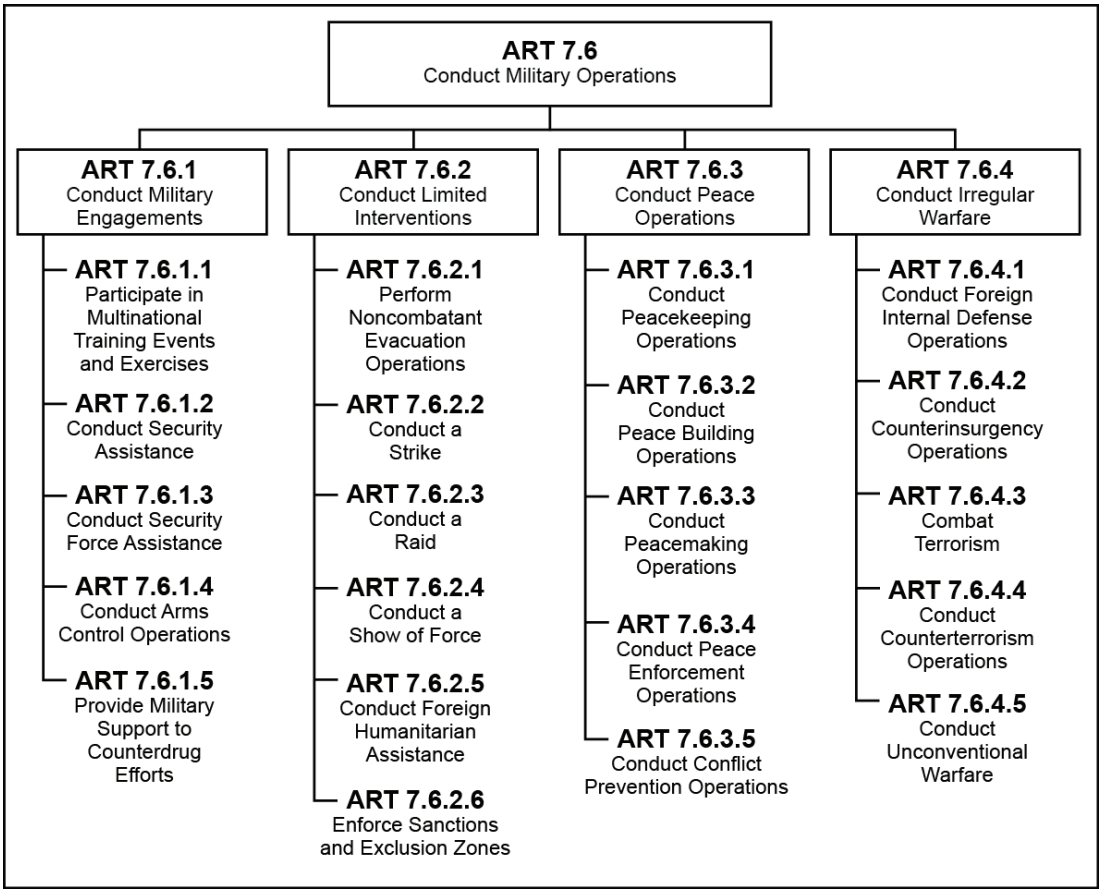
7-114. Technical intelligence (TECHINT) provides rapid reporting on newly identified foreign weapons systems, vehicles, equipment, munitions, modifications, and capabilities to combatant commands, joint task forces, and national intelligence centers. TECHINT supports operational and planning requirements across the range of military operations. Support to targeting is a key function of TECHINT. TECHINT analyzes previously inaccessible and unknown systems to collect rapid intelligence for use by Soldiers and collects physical aspects for long-term assessment at national exploitation centers. (ATP 2-22.4) (USAICOE)

ART 7.5.32 CONDUCT WEAPONS TECHNICAL INTELLIGENCE ACTIVITIES

7-115. Units conduct weapons technical intelligence (WTI) activities, to include the collection, exploitation, and analysis of material associated with improvised explosive devices (IEDs), improvised weapons, associated components, and other weapons systems. WTI material may be collected in support of force protection, targeting, material sourcing, or prosecution. WTI capabilities support tactical operations in an effort to provide limited on-site analysis of collected material, identification of personnel, or facilitate follow-on operations. (ATP 2-22.4) (USAICOE)

No.	*Scale*	*Measure*
01	Yes/No	Unit exploited available WTI information from events, devices, or weapons to improve force protection measures.
02	Yes/No	Unit used WTI data to identify, select, prioritize, and track individuals or weapons (such as IEDs) related to threat networks.
03	Yes/No	Unit provided on-site analysis of IEDs, improvised weapons, associated components, and other weapons systems.
04	Yes/No	WTI capabilities located and safeguarded key witnesses, documents, and other material related to key ongoing or potential investigations.
05	Yes/No	WTI capabilities established and maintained chain of custody.
06	Number	Of identities or profiles discovered from processed items.
07	Time	To process collected material.

SECTION VI – ART 7.6: CONDUCT MILITARY OPERATIONS



7-116. Military operations vary in purpose, scale, risk, and intensity. They include relatively benign, routine, and recurring military operations in peacetime; specific combat and noncombat responses to contingencies and crises as they occur; and less frequent, large-scale combat operations typical of wartime conditions. Army forces are designed, organized, equipped, and trained to accomplish many military operations. (ADRP 3-0) (USACAC)

ART 7.6.1 CONDUCT MILITARY ENGAGEMENTS

7-117. Military engagement encourages regional stability. Engagement activities are key peacetime military preventive actions that enhance bonds between potential multinational partners, increase understanding of the region, help ensure access when required, strengthen future multinational operations, and prevent crises from developing. Military engagement in peacetime comprises all military activities that involve other nations and are intended to shape the security environment in peacetime. It includes programs and exercises that the United States military conducts with other nations to shape the international environment, improve mutual understanding, and improve interoperability with treaty partners or potential coalition partners. (ADRP 3-07) (USAPKSOI)

ART 7.6.1.1 PARTICIPATE IN MULTINATIONAL TRAINING EVENTS AND EXERCISES

7-118. Army forces support the Chairman of the Joint Chiefs of Staff exercise program that is the Chairman of the Joint Chiefs of Staff's principal vehicle for performing joint and multinational training. The program provides combatant commanders with their primary means to train staffs and forces in joint and

multinational operations, to evaluate war plans, and to execute their engagement strategies. (ADRP 3-07) (USAPKSOI)

ART 7.6.1.2 CONDUCT SECURITY ASSISTANCE

7-119. Security assistance refers to a group of programs that support United States national policies and objectives by providing defense articles, military training, and other defense-related services to host nations by grant, loan, credit, or cash sales. Army forces support security assistance efforts through military training teams, maintenance support personnel and training, and related activities, such as humanitarian mine removal operations. (FM 3-22) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Unit trained and equipped host-nation military forces.
02	Yes/No	Unit provided conventional military assistance programs.
03	Yes/No	Unit established military-to-military programs with host-nation forces.
04	Yes/No	Unit trained and equipped border security personnel.
05	Yes/No	Unit trained and equipped host-nation de-mining capability.
06	Yes/No	Unit created host-nation capacity to protect private institutions and key leaders.
07	Yes/No	Unit created host-nation capacity to protect critical infrastructure.
08	Yes/No	Unit created host-nation capacity to protect military infrastructure.
09	Yes/No	Unit created host-nation capacity to protect public institutions.
10	Yes/No	Unit created host-nation capacity to protect government-sponsored civilian stabilization and reconstruction personnel.
11	Yes/No	Unit created host-nation capacity to protect contractor and nongovernmental organization stabilization personnel and resources.
12	Yes/No	Unit identified military infrastructure modernization needs and means to achieve them.
13	Yes/No	Unit monitored compliance with and reinforced regional security arrangements.
14	Time	To develop host-nation arms control capacity.
15	Time	To develop host-nation capacity to ensure and regulate movement.
16	Time	To transfer de-mining and unexploded explosive ordnance removal operations to host-nation personnel.
17	Time	To establish mechanisms for implementing regional security arrangements.

ART 7.6.1.3 CONDUCT SECURITY FORCE ASSISTANCE

7-120. Security force assistance is activities that contribute to unified action by the United States government to support the development of the capacity and capability of foreign security forces (FSF) and their supporting institutions. (FM 3-22) (USACAC)

Note: ART 7.6.1.3 (Conduct Security Force Assistance) is not one of the five primary Army stability tasks. ART 7.6.1.3 tasks may be conducted as part of the primary Army stability tasks of Establish Civil Security and Establish Civil Control. ART 7.6.1.3 tasks may be conducted as part of decisive action in operations focused on stability, offensive operations, defensive operations, or other military activities across the range of military operations.

No.	*Scale*	*Measure*
01	Yes/No	Unit organized security force assistance forces to assist FSF in improving the host nation's organizational structure, processes, institutions, and infrastructure.
02	Yes/No	Unit developed programs and institutions to train and educate FSF within the nature and requirements of their security environment.

No.	Scale	Measure
03	Yes/No	Unit exerted all required efforts to assess and assist FSF with procuring equipment that fit the nature of an operational environment.
04	Yes/No	Unit exerted all required efforts to assess and assist FSF with fielding equipment that fit the nature of an operational environment.
05	Yes/No	Unit exerted all required efforts to assess and assist FSF with the sustainment of equipment that fit the nature of an operational environment.
06	Yes/No	Unit conducted an in-depth analysis of the host nation's ability to meet the desired end state within an operational environment.
07	Yes/No	Unit established a professional relationship providing a positive influence to the FSF.
08	Yes/No	Unit provided the required supporting or sustaining capabilities so FSF can meet objectives and the end state.
09	Yes/No	Unit gave advice and assistance until FSF could establish required systems.
10	Yes/No	Unit established a common understanding of corruption, its definition, and its impact with their FSF counterparts.

ART 7.6.1.3.1 Organize Foreign Security Forces

7-121. United States forces assist the host nation to organize its security forces to meet the needs of its security environment. Organize refers to all activities taken to create, improve, and integrate doctrinal principles, organizational structures, capability constructs, and personnel management. This may include doctrine development, unit, and organization design; command and staff processes; and recruiting and manning. (FM 3-22) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit coordinated with the host nation on criteria for organizing its forces.
02	Yes/No	Unit had an appropriate host-nation vetting and screening process in place.
03	Yes/No	Unit had a recruitment plan for each type of security force element, such as military, paramilitary, police, and intelligence element.
04	Yes/No	Unit had a plan to monitor recruits of (formerly) illegal organizations.
05	Yes/No	Unit's recruiting plan incorporated disarming, demobilizing, and reintegrating former enemies or other armed groups.
06	Yes/No	Unit's recruiting plan screened for potential leaders.
07	Yes/No	Unit had a plan to coordinate personnel accountability procedures with host-nation leadership.
08	Yes/No	Command provided proper compensation tools to minimize opportunities for corruption.
09	Yes/No	Unit established a system for promotion based on objective criteria.

ART 7.6.1.3.2 Train Foreign Security Forces

7-122. United States (U.S.) forces assist foreign security forces (FSF) by developing programs and institutions to train and educate FSF. Train refers to all activities taken to create, improve, and integrate training, leader development, and education at the individual, leader, collective, and staff levels. This may include the development and execution of programs of instruction, training events, and leader development activities. (FM 3-22) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit assessed degrees of preparation necessary for trainers and advisors to succeed in selected host nation.
02	Yes/No	Unit assessed nontechnical skills (such as culture, language, and situational understanding) necessary for trainers and advisors to succeed in selected host nation.
03	Yes/No	Unit determined levels of proficiency necessary for trainers and advisors to succeed in selected host nation.

No.	Scale	Measure
04	Yes/No	Unit established processes to identify assigned personnel with existing skills or experience necessary for training and advising host-nation FSF.
05	Yes/No	Unit established processes to track assigned personnel with existing skills or experience necessary for training and advising host-nation FSF.
06	Yes/No	Unit established processes to prepare assigned personnel to train and advise host-nation FSF.
07	Yes/No	Unit consulted with the appropriate country teams to establish baselines for preparation of trainers and advisors.
08	Yes/No	Program included host-nation assistance in preparing U.S. trainers and advisors.
09	Yes/No	Program utilized joint resources to prepare trainers and advisors.
10	Yes/No	Program utilized Army resources to prepare trainers and advisors.
11	Yes/No	Plan considered the host nation's desired end state.
12	Yes/No	Unit adapted unit mission-essential task list to support a security force assistance mission.
13	Yes/No	Plan addressed the training—individual and collective—of host-nation instructors.
14	Yes/No	Unit assessed the capabilities of the various host-nation forces.
15	Yes/No	Unit synchronized U.S. military activities with the host-nation activities.
16	Yes/No	Training plan had elements devoted to human rights training.
17	Yes/No	Training plan had elements devoted to law of armed conflict training.
18	Yes/No	Training plan had elements devoted to rules of engagement training.
19	Yes/No	Unit developed programs and institutions to train and educate FSF within the nature and requirements of their security environment.

ART 7.6.1.3.3 Equip Foreign Security Forces

7-123. The equipping of foreign security forces (FSF) is accomplished through several mechanisms. Equip refers to all activities to create, improve, and integrate materiel and equipment, procurement, fielding, accountability, and maintenance through life cycle management. This may include new equipment fielding, operational readiness processes, repair, and recapitalization. (FM 3-22) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit had a current or initial FSF equipping plan.
02	Yes/No	Unit had a long-term (beyond four years) FSF equipping plan.
03	Yes/No	Equipping plan reflected the current and anticipated threat to the host nation.
04	Yes/No	Unit had an approved budget for FSF sustainment.
05	Time	Between assessments that may require unit to adjust equipping plan.
06	Number	Of contracts established with host-nation local suppliers for logistics, maintenance, support, and materials.
07	Number	Of staff assistance visits per year conducted to assess FSF sustainment programs.
08	Number	Of training programs for core logistics functions (logistics, maintenance, health services) established.
09	Number	Of host-nation sustainment facilities considered suitable to support FSF training or basing.

ART 7.6.1.3.4 Rebuild Foreign Security Forces

7-124. United States (U.S.) forces assist the host nation to assess, rebuild, and build the existing capabilities and capacities of foreign security forces. Rebuild and build refers to all activities to create, improve, and integrate facilities. This may include physical infrastructures such as bases and stations, lines of communications, ranges and training complexes, and administrative structures. (FM 3-22) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit modified anticipated and prepared capacity building in accordance with current host-nation infrastructure.
02	Yes/No	Unit coordinated host-nation infrastructure requirements with country teams.
03	Yes/No	Unit coordinated host-nation infrastructure requirements with host nation.
04	Yes/No	Staff assessed constraints and limitations in host-nation resources.
05	Yes/No	Staff assessed constraints and limitations in host-nation funding.
06	Yes/No	Unit considered potential training facilities and areas (such as ranges, urban terrain, and training sites).
07	Yes/No	Unit developed a prioritized list of assessment criteria.
08	Yes/No	Assessment team possessed at least one member trained to antiterrorism force protection level II.
09	Yes/No	Unit prioritized host-nation infrastructure requirements for U.S. support efforts.
10	Yes/No	Unit conducted a vulnerability assessment on foreign security forces facilities.
11	Yes/No	Foreign security forces had a long-term basing plan.

ART 7.6.1.3.5 Advise Foreign Security Forces

7-125. United States forces advise foreign security forces (FSF) to improve their capability and capacity. Advise refers to all activities to provide subject matter expertise, mentorship, guidance, advice, and counsel to FSF while carrying out the missions assigned to the unit or organization. Advising occurs under combat or administrative conditions, at tactical through strategic levels, and in support of individuals or groups. (FM 3-22) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit had a security force assistance integrated program.
02	Yes/No	Unit determined the method of advising FSF.
03	Yes/No	Unit identified relevant training—such as language, regional, and cultural—required for advisors.
04	Yes/No	Unit developed sustainment and contingency plans in support of an advisory team.
05	Yes/No	Unit assessed constraints and limitations in host-nation funding.
06	Yes/No	Unit assessed the host-nation program of internal defense.
07	Yes/No	Unit assessed host-nation doctrine.
08	Yes/No	Unit assessed host-nation organization.
09	Yes/No	Unit assessed host-nation instructors' capabilities.
10	Yes/No	Unit considered language differences that may impact FSF capabilities.
11	Yes/No	Unit considered cultural differences that may impact FSF capabilities.
12	Yes/No	Unit assessed internal and external threats to the host nation.
13	Yes/No	Unit had the personnel and tools to determine effectiveness for FSF before, during, and after training.

ART 7.6.1.3.6 Assess Foreign Security Forces

7-126. Assess refers to all activities for determining progress toward accomplishing a task, creating an effect, or achieving an objective using measures of effectiveness and measures of performance to evaluate foreign security force capability. Once an objective is achieved, the focus should shift to sustaining it. (FM 3-22) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit developed a plan on how to assess capabilities of foreign security forces (FSF).
02	Yes/No	Unit assessed nontechnical skills (such as culture, language, and situational understanding) necessary for trainers and advisors to succeed in selected host nation.

No.	Scale	Measure
03	Yes/No	Unit considered language differences that may impact FSF capabilities.
04	Yes/No	Unit assessed the capabilities of FSF regarding their command operations.
05	Yes/No	Unit assessed the capabilities of FSF regarding their logistics procedures.
06	Yes/No	Unit assessed the capabilities of FSF regarding their staff operations.
07	Yes/No	Unit assessed the FSF during operations.
08	Yes/No	Staff assessed constraints and limitations in host-nation resources and funding.
09	Yes/No	Unit assessed host-nation doctrine.
10	Yes/No	Unit assessed host-nation organization.
11	Yes/No	Unit assessed host-nation instructors' capabilities.
12	Yes/No	Unit assessed the FSF overall operational status.
13	Yes/No	Unit identified any additional training objectives or necessary modifications to FSF operation procedures in accordance with their functional areas of responsibility.

ART 7.6.1.4 Conduct Arms Control Operations

7-127. Army forces normally conduct arms control operations to support arms control treaties and enforcement agencies. Army forces can help locate, seize, and destroy weapons of mass destruction after hostilities. Other actions include escorting deliveries of weapons and materials (such as enriched uranium) to preclude loss or unauthorized use, inspecting and monitoring production and storage facilities, and training foreign forces to secure weapons and facilities. Army forces may conduct arms control operations to prevent escalation of a conflict and reduce instability. This could include the mandated disarming of belligerents as part of a peace operation. (JP 3-0) (JS)

No.	Scale	Measure
01	Yes/No	Unit established and enforced weapons control regimes, including collection and destruction.
02	Yes/No	Unit cooperated with legal authorities to prosecute arms dealers.
03	Yes/No	Unit collaborated with neighboring countries on weapons flows.
04	Yes/No	Unit apprehended illegal arms dealers.

ART 7.6.1.5 Provide Military Support to Counterdrug Efforts

7-128. The Army participates in counterdrug operations under provisions of the national drug control strategy. Army forces may be employed in various operations to support other government agencies responsible for detecting, disrupting, interdicting, and destroying illicit drugs and the infrastructure (personnel, materiel, and distribution systems) of illicit drug-trafficking entities. When conducted inside the United States and its territories, they are defense support of civil authorities operations. When conducted outside the United States and its territories, counterdrug operations are considered stability operations. Army forces do not engage in direct action in counterdrug operations. Units that support counterdrug operations comply with United States and foreign legal limitations concerning the acquisition of information from civilians and the conduct of law enforcement activities. (ADRP 3-28) (USACAC)

ART 7.6.1.5.1 Support Detection and Monitoring of Drug Shipments

7-129. Units provide aerial and ground reconnaissance to support counterdrug operations by law enforcement agencies. The goal is to provide early notification to—and, as necessary, prolonged tracking of—aerial and surface targets for appropriate law enforcement agencies. This support enables law enforcement agencies to intercept, search, and arrest traffickers, and seize illegal drugs and illegally obtained property. Aerial reconnaissance may be conducted with fixed- or rotary-wing aircraft, unmanned aircraft systems, or ground-based radars. Land reconnaissance may be executed by observation posts, patrols, ground surveillance radars, and remote ground sensors. (ADRP 3-28) (USACAC)

ART 7.6.1.5.2 Provide Command, Control, Communications, Computers, and Intelligence Support to Counterdrug Efforts

7-130. Army personnel and equipment may assist law enforcement agencies and host nations in designing, implementing, and integrating command, control, communications, computers, and intelligence systems. Army personnel support national and departmental drug operations and law enforcement agency analytical centers. In addition, Army forces provide liaison to law enforcement agencies and host nations to facilitate smooth and successful integration of military support. Army units and personnel provide intelligence support targeted at the full range of narcotics traffickers' operations. The principal means of providing this support is through tactical analysis teams. These teams co-locate with the United States country team, support law enforcement agencies, and provide focused detection and monitoring of narcotics trafficking activities. (ADRP 3-28) (USACAC)

ART 7.6.1.5.3 Provide Planning Support to Counterdrug Efforts

7-131. Army personnel support counterdrug planning of both law enforcement agencies and host nations. Understanding the supported agency or host nation, including its culture and people, is critical. Planning support provided to law enforcement agencies accounts for the organization's mission, current goals, structure or chain of command, measures of success, and relationships with other government agencies or countries. Planning support provided to host nations is similar to that provided to domestic law enforcement agencies. However, the host-nation culture, historical perspectives, political climate, and economic conditions are also considered. (ADRP 3-28) (USACAC)

ART 7.6.1.5.4 Provide Logistic Support to Counterdrug Efforts

7-132. Army forces can assist law enforcement agencies or host nations during their conduct of counterdrug operations with logistic management and execution. This includes transportation, maintenance, engineer design and construction, use of facilities, equipment loans, or military working dog support. Army forces can provide supplies and field services directly, if authorized, or assist other agencies in procuring and managing them from other sources. Commanders who assist law enforcement with transportation of evidence, seized property, or contraband ensure a law enforcement officer accompanies the shipment to maintain continuity of the chain of custody. (ADRP 3-28) (USACAC)

ART 7.6.1.5.5 Provide Training Support to Counterdrug Efforts

7-133. Training support to law enforcement agencies and host nations includes basic military skills, such as basic marksmanship, patrolling, mission planning, medical, and survival skills. Commanders provide support using a mix of mobile training teams; participation in operational planning groups, joint or combined exercises, institutional training, noninstitutional training, and training simulations; and extended training service specialists. (ADRP 3-28) (USACAC)

ART 7.6.1.5.6 Provide Manpower Support to Counterdrug Efforts

7-134. Army forces may provide various individuals or units to support interagency and host-nation counterdrug efforts. Categories of manpower support are eradication, administrative—including judge advocate officers, legal specialists, and accounting specialists—linguist, liaison officer, inspection, military police, and intelligence analyst. (ADRP 3-28) (USACAC)

ART 7.6.1.5.7 Provide Research, Development, and Acquisition Support to Counterdrug Efforts

7-135. The Army Counterdrug Research, Development, and Acquisition Office makes military research, development, and acquisition efforts available to law enforcement agencies. The office informs the agencies of new technical capabilities that have possible law enforcement application. It can also assist them in contracting and procuring technical equipment. (ADRP 3-28) (USACAC)

ART 7.6.2 CONDUCT LIMITED INTERVENTIONS

7-136. A limited intervention is an action of defined and limited scope, often in response to a crisis. Limited interventions are executed to achieve a clearly defined end state, limited in scope. Corresponding limitations are imposed on the supporting operations and size of the forces involved. These operations may be phased but are not intended to become campaigns. Although limited interventions are confined in terms of end state and forces, their execution may be lengthy. Joint task forces usually conduct these limited interventions. (JP 3-0) (JS)

ART 7.6.2.1 PERFORM NONCOMBATANT EVACUATION OPERATIONS

7-137. Noncombatant evacuation operations relocate threatened civilian noncombatants from locations in a host nation to secure areas. Normally, these operations involve United States citizens whose lives are in danger, either from the threat of hostilities or from a natural disaster. They may also include host-nation citizens and third-country nationals. Army forces, normally as part of a joint task force, conduct noncombatant evacuation operations to assist and support the Department of State. Noncombatant evacuation operations usually involve swift insertions of a force, temporary occupation of an objective, and a planned withdrawal upon accomplishment of the mission. This operation can occur in three environments: permissive, uncertain, or hostile. The environment in which a noncombatant evacuation operation occurs can quickly change from one to another with little warning. The commander prepares to operate in all three environments. This task includes sustainment functions involving emergency medical treatment, transportation, administrative processing, and coordination with the Department of State and other agencies involved in the evacuation. Task organization for noncombatant evacuation operations is based on an operational environment in which the action is performed. However, since the environment can change rapidly, the permissive form of noncombatant evacuation operations can become uncertain or hostile. (JP 3-68) (JS)

ART 7.6.2.2 CONDUCT A STRIKE

7-138. Strikes are attacks conducted to damage or destroy an objective or capability or to compel a hostile government or force to defer from taking hostile actions. Strikes are usually planned and executed as part of or in support of a joint operation. (JP 3-0) (JS)

ART 7.6.2.3 CONDUCT A RAID

7-139. A raid is an attack, usually small scale, involving a swift entry into hostile territory to secure information, confuse the enemy, or destroy installations. It usually ends with a planned withdrawal from the objective area upon mission accomplishment. Raids have narrowly defined purposes. They require both detailed intelligence and deliberate planning. Raids may destroy key enemy installations and facilities, capture or free prisoners, or disrupt enemy command and control or other important systems. (FM 3-90-1) (USACAC)

ART 7.6.2.4 CONDUCT A SHOW OF FORCE

7-140. Shows of force are flexible deterrence options designed to demonstrate United States (U.S.) resolve. They involve increasing the visibility of United States forces to defuse a situation that, if allowed to continue, may be detrimental to national interests or objectives. The United States conducts shows of force for three reasons: to bolster or reassure allies, deter potential aggressors, and gain or increase influence. Shows of force demonstrate a credible and specific threat to an aggressor or potential aggressor. They involve increasing the visibility of United States forces in the eyes of the target audience by establishing an area presence and performing exercises and demonstrations. Presence patrols executed by small tactical units are one technique of conducting shows of force. Although actual combat is not desired, shows of force can rapidly and unexpectedly escalate. Therefore, units assigned a show of force mission assume that combat is probable and prepare accordingly. All actions ordinarily associated with the projection of a force to conduct combat operations pertain to show of force deployments. (JP 3-0) (JS)

ART 7.6.2.5 CONDUCT FOREIGN HUMANITARIAN ASSISTANCE

7-141. Foreign humanitarian assistance operations occur outside the United States and its territories. Army forces usually conduct them to relieve or reduce the results of natural or man-made disasters before, during, or after the event. They also relieve conditions—such as pain, disease, hunger, or privation—that present a serious threat to life or loss of property. Army forces supplement or complement efforts of host-nation civil authorities or other agencies that provide assistance. Army forces participate in foreign humanitarian assistance operations that may be unilateral, multinational, or United Nations-coordinated responses. Foreign humanitarian assistance is limited in scope and duration. It focuses exclusively on prompt aid to resolve an immediate crisis. Long-term activities designed to support full recovery and a return to predisaster conditions normally will become part of a combatant commander's theater engagement plan. In such cases, a foreign humanitarian assistance operation transitions to a stability operation. (ADRP 3-07) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Unit surveyed the disaster area; prioritized needs; conducted medical assessments; and provided medical services, communications, shelter, subsistence, water, engineering support, transportation, fire fighting, mass care, urban search and rescue, hazardous materials response, and energy distribution.
02	Percent	Of mission with host-nation health provider participation.
03	Percent	Of missions coordinated with command civil affairs and surgeons guidance.
04	Percent	Of programs which conformed to guidance from Department of Defense and National Security Council.
05	Percent	Of subversive acts, lawlessness, or insurgent attacks in target area.
06	Number	Of program mission and patients seen per assistance mission and their medical surveillance.
07	Number	Of patients trained in public health.

ART 7.6.2.6 ENFORCE SANCTIONS AND EXCLUSION ZONES

7-142. Enforcement of sanctions includes a broad range of possible missions. Commanders must understand that actions to enforce sanctions, while endorsed by the United Nations Security Council, have traditionally been considered acts of war and should posture their forces accordingly. (JP 3-07.3) (JS)

No.	*Scale*	*Measure*
01	Yes/No	Unit established checkpoints and control measures and occupied key terrain.
02	Yes/No	Unit provided sufficient force to ensure deterrence.
03	Yes/No	Unit established appropriate rules of engagement.
04	Yes/No	Unit established communications with controlling authorities.
05	Yes/No	Unit established a quick reaction force.
06	Yes/No	Unit ensured coordination and negotiation mechanisms were established.

ART 7.6.3 CONDUCT PEACE OPERATIONS

7-143. *Peace operations* is a broad term that encompasses multiagency and multinational crisis response and limited contingency operations involving all instruments of national power with military missions to contain conflict, redress the peace, and shape the environment to support reconciliation and rebuilding and facilitate the transition to legitimate governance (JP 3-07.3). Peace operations include peacekeeping, peace enforcement, peacemaking, peace building, and conflict prevention efforts. (ATP 3-07.31) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Unit physically occupied key terrain to establish control over urban and rural areas.
02	Yes/No	Unit separated belligerent forces.
03	Yes/No	Unit disarmed, demobilized, and reintegrated belligerent forces.

No.	Scale	Measure
04	Yes/No	Unit controlled weapons and borders.
05	Yes/No	Unit regulated movement of persons and goods across borders.
06	Yes/No	Unit secured key sites.
07	Yes/No	Unit established visible control measures and made them known to the local population.
08	Yes/No	Unit established public security and freedom of movement.
09	Yes/No	Unit established protected areas and secure bases.

ART 7.6.3.1 CONDUCT PEACEKEEPING OPERATIONS

7-144. Peacekeeping operations are military operations undertaken with the consent of all major parties to a dispute. They are designed to monitor and facilitate implementation of agreements (cease fire, truce, or other such agreements) and support diplomatic efforts to reach a long-term political settlement. Peacekeeping operations usually involve observing, monitoring, or supervising and assisting parties to a dispute. To achieve their objectives, Army forces conducting peacekeeping operations rely on the legitimacy acknowledged by all major belligerents and international or regional organizations. They use or threaten the use of force only in self-defense or as a last resort. (ATP 3-07.31) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit supervised disengagement of belligerent forces.
02	Yes/No	Unit monitored exchange of prisoners of war.
03	Yes/No	Unit developed confidence-building measures between host-nation belligerents.
04	Yes/No	Unit investigated alleged breaches of agreements.
05	Yes/No	Unit supported and sustained confidence-building measures among belligerents.
06	Yes/No	Unit identified United Nations mandate and security council resolution requirements.
07	Yes/No	Unit coordinated with nongovernmental organizations as required.
08	Yes/No	Unit identified responsibility to protect requirements.
09	Yes/No	Unit developed building partner capacity measures for the host nation.
10	Yes/No	Unit identified effectiveness of rule of law, to include anticorruption efforts, population trust, and confidence for rule of law elements.
11	Time	To transfer monitor requirements to host-nation security institutions.

ART 7.6.3.1.1 Conduct Observation

7-145. Observation missions are performed primarily by unarmed military observers but may also be performed by peacekeeping forces. In either case, observer force helps ensure that parties to the dispute follow the agreements. (ATP 3-07.31) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit established observation posts, mounted and dismounted patrols, and aerial reconnaissance.
02	Yes/No	Unit observed, monitored, verified, and reported any alleged violation of the governing agreements.
03	Yes/No	Unit confirmed or supervised a cease fire.
04	Yes/No	Unit investigated alleged cease-fire violations, boundary incidents, and complaints. The observer force investigated alleged infractions to gain evidence regarding agreement violations.
05	Yes/No	Unit conducted regular liaison visits in the area of operations.

No.	Scale	Measure
06	Yes/No	Unit planned for uncooperative local officials, demonstrations, and other forms of civil disturbance preventing mission accomplishment.
07	Time	To verify the storage or destruction of certain categories of military equipment specified in the relevant agreements.

ART 7.6.3.1.2 Supervise Cease Fires, Withdrawals, and Disengagements

7-146. Lightly armed forces normally perform supervision and assistance missions. The force undertaking these tasks requires large service support organizations, equipment, and finances. In addition to those tasks being performed by military observers in observation missions, peacekeeping forces may perform other tasks when they are within the scope of the military mission, such as supervising cease fires. (ATP 3-07.31) (USACAC)

No.	Scale	Measure
01	Yes/No	Unit established observation posts, mounted and dismounted patrols, and aerial reconnaissance.
02	Yes/No	Unit deployed on the territory of the disputing parties between contending parties.
03	Yes/No	Unit supervised demilitarized zone or buffer zone.
04	Yes/No	Unit observed and reported on the disputing parties' compliance with a cease fire.
05	Yes/No	Unit investigated alleged cease-fire violations, boundary incidents, and complaints.
06	Yes/No	Unit planned for uncooperative local officials, demonstrations, and other forms of civil disturbance preventing mission accomplishment.
07	Yes/No	Unit verified the storage or destruction of certain categories of military equipment specified in the relevant agreements.
08	Yes/No	Unit conducted regular liaison visits in the area of operations.
09	Yes/No	Unit assisted in prisoner of war exchanges between the parties to include transportation.

ART 7.6.3.2 Conduct Peace Building Operations

7-147. Peace building operations are post-conflict actions, predominantly diplomatic and economic, that strengthen and rebuild governmental infrastructure and institutions to avoid a relapse into conflict. (ATP 3-07.31) (USACAC)

Note: The tasks in ART 7.3 (Conduct Stability Tasks) describe the tasks that pertain to peace building.

ART 7.6.3.3 Conduct Peacemaking Operations

7-148. Peacemaking is the process of diplomacy, mediation, negotiation, or other forms of peaceful settlements that arranges an end to a dispute and resolves issues that led to it. (ATP 3-07.31) (USACAC)

Note: Selective tasks in ART 7.6.1 (Conduct Military Operations) can support peacemaking operations.

ART 7.6.3.4 Conduct Peace Enforcement Operations

7-149. *Peace enforcement* is application of military force, or the threat of its use, normally pursuant to international authorization, to compel compliance with resolutions or sanctions designed to maintain or restore peace and order (JP 3-07.3). Unlike peacekeeping operations, peace enforcement operations do not require the consent of all parties. Peace enforcement operations maintain or restore peace and support

diplomatic efforts to reach a long-term political settlement. Army forces assigned a peace enforcement mission must be able to apply sufficient combat power for self-defense and to perform tasks forcibly. Units must also be prepared to transition to peacekeeping operations. Peace enforcement operations normally include one or more of six subordinate operations: forcible separation of belligerents, establishment and supervision of protected areas, sanction and exclusion zone enforcement, movement denial and guarantee, restoration and maintenance of order, and protection of humanitarian assistance. (ATP 3-07.31) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Unit enforced ceasefires.
02	Yes/No	Unit identified and neutralized potential spoilers.
03	Yes/No	Unit established and controlled buffers, including demilitarized zones.
04	Yes/No	Unit supported and enforced political, military, and economic terms arrangements.
05	Yes/No	Unit established and enforced weapons control regimes, including collection and destruction.
06	Yes/No	Unit provided reassurances and incentives for disarmed factions.
07	Yes/No	Unit disarmed belligerents.
08	Yes/No	Unit reduced availability of unauthorized weapons.
09	Yes/No	Unit secured, stored, and disposed of weapons.
10	Yes/No	Unit monitored and verified demobilization.
11	Yes/No	Unit ensured full freedom of movement.
12	Yes/No	Unit developed and enforced the rule of law.
13	Yes/No	Unit conducted border and customs operations.
14	Time	To transfer enforcement requirements to host-nation authorities.
15	Time	To establish monitoring regime.

ART 7.6.3.5 CONDUCT CONFLICT PREVENTION OPERATIONS

7-150. Conflict prevention consists of actions taken before a predictable crisis to prevent or limit violence, deter parties, and reach an agreement before armed hostilities begin. Conflict prevention often involves diplomatic initiatives. It also includes efforts designed to reform a country's security sector and make it more accountable to civilian control. Conflict prevention may require deploying forces to contain a dispute or prevent it from escalating into hostilities. (ATP 3-07.31) (USACAC)

No.	*Scale*	*Measure*
01	Yes/No	Military activities were tailored to meet the political and situational demands.
02	Yes/No	Military efforts had the desired result in achieving the mission specifically assigned to the force.
03	Yes/No	Commanders were provided with a means to evaluate the contribution of military efforts.
04	Yes/No	Trouble spots were isolated in time and space from outside influence or interaction.
05	Yes/No	Unit dominated the situation through force presence.
06	Yes/No	Unit maintained situational awareness.
07	Yes/No	Unit used all available resources to influence the outcome.
08	Yes/No	Commander planned for transition and termination before deployment or as soon as possible during the initial phase.

ART 7.6.4 CONDUCT IRREGULAR WARFARE

7-151. *Irregular warfare* is a violent struggle among state and non-state actors for legitimacy and influence over the relevant population(s) (JP 1). United States Army forces operations grouped under irregular warfare are foreign internal defense, support for insurgencies, counterinsurgency, combating terrorism, and unconventional warfare. (JP 3-26) (JS)

ART 7.6.4.1 Conduct Foreign Internal Defense Operations

7-152. Foreign internal defense is participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and protect its society from subversion, lawlessness, and insurgency. Foreign internal defense missions are applicable to a wide variety of operational environments. United States policy currently deals with threats through the indirect use of military force in concert with the diplomatic, informational, military, and economic instruments of national power. Direct use of military force is the exception rather than the rule. This approach relies on supporting efforts of the government of the nation in which the problem is developing. (ATP 3-05.2) (USAJFKSWCS)

ART 7.6.4.1.1 Provide Indirect Support to Foreign Internal Defense

7-153. Indirect support builds strong national infrastructures through economic and military capabilities that contribute to self-sufficiency. This can include unit exchange programs, personnel exchange programs, individual exchange programs, and combination programs. (ATP 3-05.2) (USAJFKSWCS)

No.	*Scale*	*Measure*
01	Yes/No	Commander understood authorities, funding, and restrictions.
02	Yes/No	Unit developed measures of effectiveness to ensure objectives were met.
03	Yes/No	Unit acquired mission approval.
04	Yes/No	Unit coordinated plan with host nation.
05	Yes/No	Unit facilitated transitions to civil authorities or other agency.
06	Time	To identify national objectives.
07	Time	To evaluate host-nation capabilities.
08	Time	To develop a plan to provide required assistance to host nation.

ART 7.6.4.1.2 Provide Direct Support to Foreign Internal Defense (Not Involving Combat Operations)

7-154. In direct support, United States forces provide direct assistance to the host-nation civilians or military. This support can be evaluation, training, limited information exchange, and equipment support. (ATP 3-05.2) (USAJFKSWCS)

No.	*Scale*	*Measure*
01	Yes/No	Commander understood authorities, funding, and restrictions.
02	Yes/No	Unit developed measures of effectiveness to ensure objectives were met.
03	Yes/No	Unit acquired mission approval.
04	Yes/No	Unit coordinated plan with host nation.
05	Yes/No	Unit facilitated transitions to civil authorities or other agency.
06	Time	To identify national objectives.
07	Time	To evaluate host-nation capabilities.
08	Time	To develop a plan to provide required assistance to host nation.

ART 7.6.4.1.3 Conduct Combat Operations in Support to Foreign Internal Defense

7-155. The President approves combat operations. Combat operations are a temporary solution until host-nation forces can stabilize the situation and provide security for the populace. Emphasis should be placed on host-nation forces in the forefront during these operations to maintain host-nation legitimacy with the population. Combat operations can include counterinsurgency operations. (ATP 3-05.2) (USAJFKSWCS)

No.	*Scale*	*Measure*
01	Yes/No	Commander understood authorities, funding, and restrictions.
02	Yes/No	Unit developed measures of effectiveness to ensure objectives were met.

No.	Scale	Measure
03	Yes/No	Unit acquired mission approval.
04	Yes/No	Unit coordinated plan with host nation.
05	Yes/No	Unit facilitated transitions to civil authorities or other agency.
06	Time	To identify national objectives.
07	Time	To evaluate host-nation capabilities.
08	Time	To develop a plan to provide required assistance to host nation.

ART 7.6.4.2 CONDUCT COUNTERINSURGENCY OPERATIONS

7-156. *Counterinsurgency* is comprehensive civilian and military efforts designed to simultaneously defeat and contain insurgency and address its root causes (JP 3-24). In counterinsurgency, host-nation forces and their partners operate to defeat armed resistance, reduce passive opposition, and establish or reestablish the legitimacy of the host-nation government. Counterinsurgency is the predominant joint operation in Operations Iraqi Freedom and Enduring Freedom. (FM 3-24) (USACAC)

ART 7.6.4.3 COMBAT TERRORISM

7-157. Terrorism is the calculated use of unlawful violence or threat of unlawful violence to inculcate fear. It is intended to coerce or intimidate governments or societies in pursuit of goals that are generally political, religious, or ideological. Enemies who cannot compete with Army forces conventionally often turn to terrorist tactics. Terrorist attacks often create a disproportionate effect on even the most capable conventional forces. Tactics used by terrorists range from arson to the use of weapons of mass destruction. Army forces routinely conduct operations to deter or defeat these attacks. Offensively-oriented operations are categorized as counterterrorism while defensively-oriented operations are categorized as antiterrorism. (JP 3-07.2) (JS)

Note: This task branch only addresses counterterrorism operations. ART 6.5 (Apply Antiterrorism Measures) addresses antiterrorism measures.

ART 7.6.4.4 CONDUCT COUNTERTERRORISM OPERATIONS

7-158. *Counterterrorism* is activities and operations taken to neutralize terrorists and their organizations and networks in order to render them incapable of using violence to instill fear and coerce governments or societies to achieve their goals (JP 3-26). By law, the counterterrorism mission is assigned to designated special operations forces that are organized and trained to combat terrorism. Those forces conduct counterterrorism outside the territory of the United States. Relevant national security decision directives, national security directives, contingency plans, and other relevant classified documents address sensitive and compartmentalized counterterrorism programs. Commanders who employ conventional forces against organized terrorist forces operating in their area of operations are conducting conventional offensive operations, not counterterrorism operations. (ATP 3-37.2) (USAMSCOE)

ART 7.6.4.5 CONDUCT UNCONVENTIONAL WARFARE

7-159. Unconventional warfare is a broad spectrum of military and paramilitary operations, normally of long duration, predominantly conducted through, with, or by host-nation or surrogate forces that are organized, trained, equipped, supported, and directed in varying degrees by an external source. It includes, but is not limited to, guerrilla warfare, subversion, sabotage, intelligence activities, and unconventional assisted recovery. Unconventional warfare is operations conducted by, with, or through irregular forces in support of a resistance movement, insurgency, or conventional military operations. (ATP 3-05.1) (USAJFKSWCS)

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Appendix A

Task Development

ARMY TACTICAL TASK

A-1. Proponents and users must understand the parts of an Army tactical task (ART). The Army Universal Task List (AUTL) identifies "what" units or Soldiers perform in terms common to the Army staff and Army organizations responsible to the Chief of Staff of the Army. The AUTL does not address a particular materiel, weapon, or information system to be used. The ART description does not address "how" or "why" a task is performed (found in Army doctrine or other governing criteria), or "who" performs the task (found in the commander's concept of operations and Army doctrine). The AUTL provides potential measures of performance (but not the standards) to assist commanders, planners, and trainers in defining mission capability requirements.

A-2. An ART is a single task and only includes the "what" of the task. Use of multiple verbs denotes multiple tasks, thereby making it difficult to assess task performance in terms of readiness reporting. Using words, such as "by," "through," or "during," usually leads to describing the "how" of the task. "How" a unit performs a task differs from "what" task the unit performs. "How" a unit performs a task resides in doctrine, the concept of operations, and standard operating procedures. Only Army tasks are included in the AUTL. ARTs describe, in broad terms, the current capabilities of the Army. Army tasks are actions or processes accomplished by an Army organization under an Army command using Army doctrine. Commanders of Army forces assign ARTs for Army forces and staffs to perform.

A-3. ARTs provide the means to execute Army capabilities required by authoritative national-level guidance, directives, policy, and doctrine. An ART references doctrine contained in Army doctrine or an approved Army concept (such as described through the Army Operations Concept). Army doctrine or approved Army concepts identify "how" a unit performs an ART. This doctrine also defines enough of the activity to help units develop a task description. Proponents may also reference joint doctrine, multi-Service doctrine, and doctrine developed by the Air Land Sea Application (known as ALSA) Center for tactical war tasks.

WRITING

A-4. Writing an ART involves identifying the authoritative components of the ART (task number, task title, and task description) as well as identifying the nonauthoritative components of the ART (task reference and proponent, task note, and task measures). Proponents ensure tasks in the AUTL and training development capability (known as TDC) use a common language.

IDENTIFYING THE ART NUMBER

A-5. The art number aligns with the most applicable warfighting function. Some tasks draw heavily from across the warfighting functions, such as tactical mission tasks. Proponents place these ARTs under the main heading ART 7.0, otherwise placement of the ART is based on applicable doctrine.

WRITING THE TASK TITLE

A-6. The ART title provides a standard way of identifying that collective activity for all Army units and for the purposes of training, operating, and reporting combat development. Proponents base ART titles on discussions in the primary doctrinal reference and—

- Use one action verb and one object (with doctrinally based exceptions such as search and rescue).
- Do not list a qualifier at the end of the task title.
- Avoid answering "with what" in the task title.

A-7. An example of a good task title would be "Conduct Terminal Operations." Another example of a good task title would be "Conduct Suppression of Enemy Air Defenses." Each example fits the criteria discussed in paragraph A-6.

A-8. Examples of bad task titles would be "Plan and Conduct Defense and Security of the Company Area and Material Using Unit Equipment." This example has two verbs (*plan* and *conduct*). It also answers "with what" (Using Unit Equipment). Another example of a poor title is "Conduct Initial Contingency Mission Analysis." This example is poorly written because it contains multiple qualifiers to the basic task of "Conduct Mission Analysis."

WRITING THE TASK DESCRIPTION

A-9. A task description clearly and concisely defines the ART. Proponents draw heavily from the primary doctrinal reference. ARTs describe the "what" of the task, focusing the task description on activities involved in performing the task. They avoid discussions on how units do the activity, why it is important, how it is distinct from other activities, or for what it is used. Those discussions belong in the reference. Proponents limit the task description to one paragraph. Shorter is better. A description is long enough to clearly articulate what the task is for commanders and staffs, doctrine developers, training developers, and combat developers.

A-10. When writing task descriptions, proponents—

- Use active voice (see DA Pam 25-40).
- Write the full form of an acronym the first time in text. Spell out the term and follow it with the abbreviation in parentheses. Once proponents have defined the acronym in this way, they can use it alone throughout the rest of the ART.
- Provide the doctrinal reference and proponent for the proposed ART.

IDENTIFYING THE REFERENCE AND PROPONENT

A-11. Each ART requires a doctrinal reference and a proponent at the end of the task description. The reference identifies the primary doctrinal publication that discusses the collective task. ARTs reference only current, authenticated doctrine or an approved Army concept (such as described through the Army operations concepts). Immediately after the reference, an ART identifies a center of excellence or school as the proponent for the task. See AR 5-22 to identify the proponent center of excellence or school. Usually, the proponent of the reference is the proponent of the task.

WRITING THE MEASURES

A-12. Proponents provide suggested measures of performance (MOPs) and measures of effectiveness (MOEs) that are relevant, collectible, and distinct for each ART. JP 3-0 defines a *measure of performance* as a criterion used to assess friendly actions that is tied to measuring task accomplishment. A *measure of effectiveness* is a criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect (JP 3-0).

A-13. Relevance is the most important consideration whether the measure provides an indication of task completion (MOPs) or purpose accomplishment (MOEs). A good basis must also exist for the theory that this MOP is expected to change if the unit completes the task. Authors brainstorm as many potential MOEs and MOPs as possible for the ART, then select the most relevant.

A-14. A measure is collectible if the data associated with it can be reasonably obtained. For example, a unit probably cannot collect the measure "number of enemy air defense systems adversely affected by electronic warfare." But it probably can collect the measure "number of enemy air defense attacks reported."

A-15. Proponents write distinct measures. Redundant measures provide only limited value for detailing the description of the task. For example, if the task lists "number of enemy mortar attacks," "number of enemy artillery attacks," and "number of enemy rocket attacks" as measures, then "number of indirect fire attacks" is redundant.

A-16. Proponents list the MOEs first. There is usually one MOE and it should measure accomplishment of the fundamental doctrinal purpose for the task. That is, "Did the task get accomplished?" The MOE should be the most important measure. Only if the unit fails to achieve an adequate MOE does the MOP become an issue. Proponents limit the number of MOPs to those that clearly bear directly on task accomplishment.

TASK DUPLICATION

A-17. Proponents avoid duplicating ARTs. A task should not duplicate the "what" described in another ART. Proponents reject new ART submissions that merely specify a particular type of task or a particular entity performing the task.

TRAINING DEVELOPMENT CAPABILITY

A-18. Periodically, the proponent aligns ART titles with relevant training and evaluation outlines in the training development capability. The Combined Arms Center (USACAC) Training Management Directorate at Fort Leavenworth, Kansas maintains the AUTL database and ensures accurate common doctrinal language. ARTs provide the task title and description; training and evaluation outlines (known as TOEs) provide the detailed information—the conditions and standards—units need to train on that ART.

A-19. Proponents apply the following principles when aligning ART with training and evaluation outline task titles:

- ARTs use identical wording in the task titles of conceptually identical tasks. ARTs do not force identical task titles when the ART and the training and evaluation outline deal with conceptually distinct tasks.
- ARTs do not distinguish for echelon and unit type while training and evaluation outlines do. When echelon and unit type are the only difference, multiple training and evaluation outlines may align with a single ART. For example, ART "Conduct a Raid" aligns with the training and evaluation outline "Conduct an Artillery Raid."
- ARTs use different verbs to imply different tasks. For example, "coordinate" and "conduct" are different tasks. Coordinate means to bring into a common action, movement, or condition. Whereas conduct means to direct or take part in the operations or management of operations. Warfighting function chapter heading ARTs (ARTs 1.0, 2.0, 3.0, 4.0, 5.0, 6.0, and 7.0) are not used to link supporting collective task training and evaluation outlines. ARTs detail organizational and staff activities as opposed to entire operations, which are complicated and not adequately covered by a single collective task training and evaluation outline. Training deficiencies are also difficult to determine due to task complexity.

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Appendix B

Task Submission Guidance

SUBMISSION

B-1. Army forces operate in an operational environment of continually evolving threats, technology, doctrine, and resources. As a result, the Army continuously re-assesses and updates the Army Universal Task List (AUTL) as appropriate. The timely updating of the AUTL informs the Digital Training Management System (known as DTMS), Combined Arms Training Strategy (known as CATS) Army Training Network, and Army tasks in the Joint Electronic Library plus (known as JEL+). To ensure that the AUTL remains relevant to the warfighter and provides utility to the user, proponents ensure these updates draw heavily from the unique perspective and insights from experienced users in the field.

B-2. When a proponent develops an Army tactical task (ART), it creates a new ART, modifies an existing ART, or deletes an obsolete or superseded ART. Once a proponent completes development, it submits the draft ART to the Combined Arms Doctrine Directorate (CADD) and to the Training Management Directorate (TMD) using the "Task Note" selection in the training development capability (TDC). The AUTL submission process (figure B-1) shows the review steps for each submission.

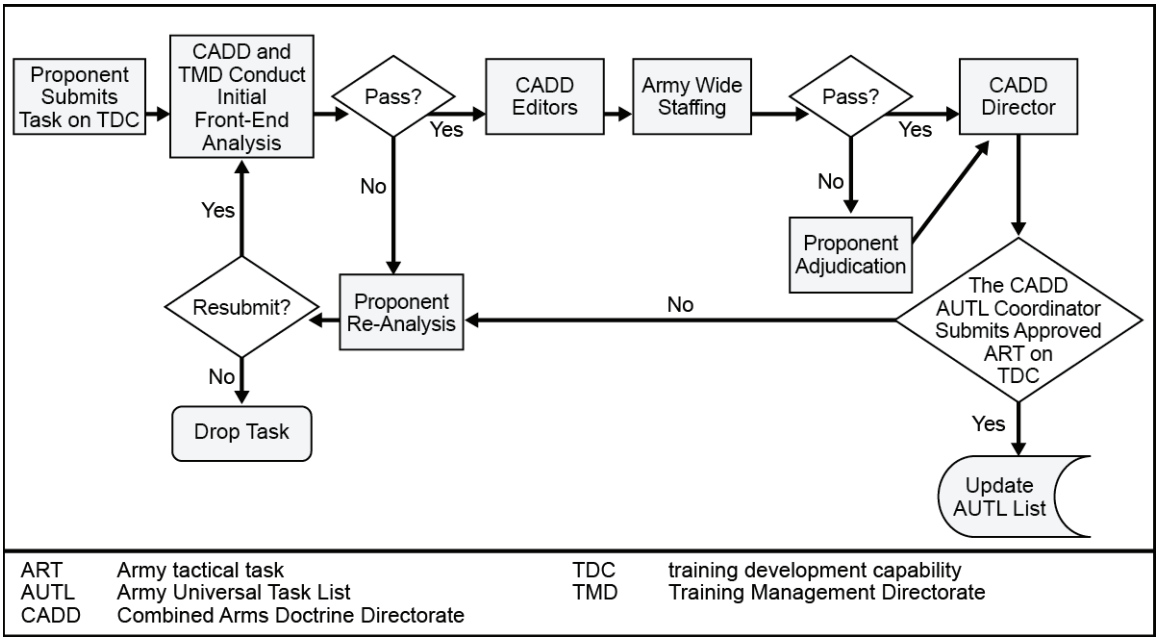


Figure B-1. AUTL submission process

B-3. A submitting organization submits tasks to add to, modify in, or delete from the AUTL. It can be the proponent of other tasks. Each submitting organization has two points of contact responsible for task submission in the TDC. Tasks may also be submitted directly to the CADD AUTL coordinator to review submissions. The submitting organization submits the names of primary and alternate points of contact to CADD and TMD.

B-4. The proponent reviews the existing ARTs and new submissions. The proponent determines if a submission is a new task, a modification to an existing task, or the deletion of an existing task. For a new

task submission, the respective proponent identifies the Army publication and other appropriate references to provide a doctrinal explanation of "how" a unit completes a task using approved Army doctrine terminology. This similar process applies to modification and deleting tasks with little variation. When a proponent identifies an obsolete ART, it submits a deletion request to the TMD for approval before recommending the ART's deletion.

B-5. The submitting organization completes a front-end analysis checklist before sending submission to the CADD and TMD. (Appendix C discusses the front-end analysis checklist.) When a submission is in TDC, the submitting organization notifies both CADD and TMD.

B-6. CADD and TMD independently review and then jointly approve the initial front-end analysis for new or modified ARTs. CADD employs an AUTL coordinator to review submissions. This individual ensures the proposed task meets basic submission requirements, conforming to the guidance outlined in this publication. (Appendix A discusses submission requirements.) The AUTL coordinator works with CADD, TMD, and the submitting organization to ensure doctrinal accuracy and correctness. Once completed, tasks are edited prior to an Armywide staffing. CADD and TMD independently review and jointly concur a proponent's request to delete an ART.

STAFFING

B-7. Once the AUTL coordinator completes the review process, CADD staffs the proposed tasks or changes for an Armywide review and comments. After receiving comments from the Army, the proponent for the applicable ART and CADD's AUTL coordinator adjudicate the comments. The outcome of the adjudication process is implemented and the tasks are approved and accepted. CADD posts the updates for the AUTL database with the approved, modified, or deleted tasks in the TDC.

ADMINISTRATIVE INSTRUCTIONS

B-8. The AUTL lists a single Army reference for each task after the task definition. It also gives the abbreviation for the proponent center of excellence or school for the task after the publication reference. Proponents—as defined by AR 5-22—are responsible for developing the training and evaluation outline that supports each ART.

Appendix C

Front-End Analysis

OVERALL

C-1. When using the Army Universal Task List (AUTL), the submitting organization completes a front-end analysis. The submitting organization answers questions concerning overall tasks, task titles and descriptions, notes and background, and measures. To the extent possible, questions elicit affirmative answers.

C-2. The submitting organization asks general, overall questions concerning each Army tactical task (ART). The submitting organization ideally answers all questions in the affirmative:

- Is the task universal? (An organization does not create an ART to validate a particular organization or mission.)
- Is this task different from all other tasks within the AUTL?
- If there is a similar task, does the submitting organization recommend a modification to an existing task or the deletion of an existing task?
- Is the task consistent with and compliant with existing Army doctrine language and terminology in ADRP 1-02?
- Does the task have an Army doctrinal reference?
- Is the task appropriately placed in the correct warfighting function?
- Does the use of acronyms and abbreviations comply with ADRP 1-02 and JP 1-02?
- Are Army reference publications current and authenticated on the Army Publishing Directorate Web site?

TITLE AND DESCRIPTION

C-3. The submitting organization asks the following questions concerning the ART title and its description. The submitting organization then ideally answers all questions in the affirmative:

- Does the ART title contain just one verb and one object?
- Is the task description approximately three to five sentences in length?
- Does the task title and its description just reference the *what* of the task and not the *why* or *how*?
- Does the task avoid words such as "by," "through," or "during?"
- Does the task avoid specifying means and resources used to accomplish the task?
- Does the task avoid specifying where the activity will take place?
- Is the task an organizational activity? (An ART should not be an operation or more than one action or activity.)
- Does the task avoid encompassing several tasks within the task title or description?

NOTES AND BACKGROUND

C-4. The submitting organization asks the following questions concerning any task notes and background information. The submitting organization ideally answers all questions in the affirmative:

- Does the note and background information avoid referencing other tasks in the AUTL?
- Does the note and background information mention that this task replaces another task? (Use only if applicable.)
- If resources or means are included in the note and background, does it limit the task by stating this is the only way to accomplish the task or include verbiage such as "This task MAY include…" (similar and nonlimiting note)?

MEASURES

C-5. The submitting organization asks questions concerning the specific measures (the table) of each ART, such as—

- Are measures quantifiable or qualitative? How can the measures be fixed to make them more quantifiable (for example, changing the Scale: Yes/No to Percent)?
- Are there at least three measures?
- Does each measure contain only a single measurement?
- Does the task avoid using complex measurements or measure more than one output?
- Are measures written to reflect outputs or results of performance of the subject task (rather than entire operation)? Write a Yes/No measure as a statement answered as *yes* or *no*; end the measure with a period.
- Do Percent and Number measures start with the word *Of*?
- Do Time measures start with a precursor (for example, *To*, *From*, *After*, and so on)?

Glossary

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

SECTION I – ACRONYMS AND ABBREVIATIONS

A/DACG	arrival/departure airfield control group
ADP	Army doctrine publication
ADRP	Army doctrine reference publication
AO	area of operations
APS	Army pre-positioned stocks
AR	Army regulation
ART	Army tactical task
ASCC	Army Service component command
ASCOPE	areas, structures, capabilities, organizations, people, and events
ATN	Army Training Network
ATP	Army techniques publication
ATTP	Army tactics, techniques, and procedures
AUTL	Army Universal Task List
BDAR	battle damage assessment and repair
CA	civil affairs
CADD	Combined Arms Doctrine Directorate
CAS	close air support
CASCOM	Combined Arms Support Command
CBRN	chemical, biological, radiological, and nuclear
CBRNE	chemical, biological, radiological, nuclear, and high-yield explosives
CCIR	commander's critical information requirement
CI	counterintelligence
C-IED	counter-improvised explosive device
CJCSM	Chairman of the Joint Chiefs of Staff manual
CMO	civil-military operations
COA	course of action
CONUS	continental United States
COP	common operational picture
COSC	combat and operational stress control
CREW	counter radio-controlled improvised explosive device electronic warfare
DA	Department of the Army
DA Pam	Department of the Army pamphlet
DD	Department of Defense (forms only)

DHE-M	Defense Human Intelligence (HUMINT) Enterprise manual
DOD	Department of Defense
DODD	Department of Defense directive
DODI	Department of Defense instruction
E	electronic
EEFI	essential elements of friendly information
EOD	explosive ordnance disposal
EPW	enemy prisoner of war
EW	electronic warfare
F&ES	fire and emergency services
FARP	forward arming and refueling point
FM	field manual
FSF	foreign security forces
G-1	assistant chief of staff, personnel
G-2	assistant chief of staff, intelligence
G-3	assistant chief of staff, operations
G-4	assistant chief of staff, logistics
G-8	assistant chief of staff, financial management
G-9	assistant chief of staff, civil affairs operations
GMD	global missile defense
GPS	Global Positioning System
HAZMAT	hazardous materials
HN	host-nation
HQ	headquarters
HR	human resources
HUMINT	human intelligence
IED	improvised explosive device
IFF	identification, friend or foe
IMDC	isolated, missing, detained, or captured
IO	information operations
IPB	intelligence preparation of the battlefield
JFC	joint force commander
JFLCC	joint force land component commander
JOPES	Joint Operation Planning and Execution System
JP	joint publication
JPADS	joint precision airdrop system
JS	Joint Staff
JTF	joint task force
kph	kilometers per hour
LOC	line of communications

LOGPAC	logistics package
MDMP	military decisionmaking process
MEDEVAC	medical evacuation
METL	mission-essential task list
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, and civil considerations
MI	military intelligence
MICP	Managers' Internal Control Program
MISO	military information support operations
MOE	measure of effectiveness
MOP	measure of performance
MOPP	mission-oriented protective posture
MTF	medical treatment facility
OCPA	Office of the Chief of Public Affairs
OEH	occupational and environmental health
OPORD	operation order
OPSEC	operations security
PIO	police intelligence operations
PIR	priority intelligence requirement
PMCS	preventive maintenance checks and services
POD	port of debarkation
POE	port of embarkation
PPE	personal protective equipment
PR	personnel recovery
PRCC	personnel recovery coordination cell
RAM	rocket, artillery, and mortar
RCM	Rules for Courts-Martial
RFID	radio frequency identification
ROE	rules of engagement
RSOI	reception, staging, onward movement, and integration
S-1	battalion or brigade personnel staff officer
S-2	battalion or brigade intelligence staff officer
S-3	battalion or brigade operations staff officer
S-9	battalion or brigade civil affairs staff officer
SEAD	suppression of enemy air defenses
SF	standard form
SJA	staff judge advocate
SOP	standard operating procedure
TC	training circular
TC-AIMS II	Transportation Coordinator's Automated Information for Movement System II
TCCC	Tactical Combat Casualty Care

TDC	training development capability
TECHINT	technical intelligence
TJAGLCS	The Judge Advocate General's Legal Center and School
TM	technical manual
TMD	Training Management Directorate
TPFDL	time-phased force and deployment list
TRADOC	United States Army Training and Doctrine Command
U.S.	United States
UCMJ	Uniform Code of Military Justice
UJTL	Universal Joint Task List
UMT	unit ministry team
USAACE	United States Army Aviation Center of Excellence
USAADASCH	United States Army Air Defense Artillery School
USAAGS	United States Army Adjutant General School
USAAWC	United States Army Aviation Warfighting Center
USACAC	United States Army Combined Arms Center
USACCOE	United States Army Cyber Center of Excellence
USACBRNS	United States Army Chemical, Biological, Radiological, and Nuclear School
USACHCS	United States Army Chaplain Center and School
USAES	United States Army Engineer School
USAFCOE	United States Army Fires Center of Excellence
USAICOE	United States Army Intelligence Center of Excellence
USAJFKSWCS	United States Army John Fitzgerald Kennedy Special Warfare Center and School
USAMCOE	United States Army Maneuver Center of Excellence
USAMEDDC&S	United States Army Medical Department Center and School
USAMPS	United States Army Military Police School
USAMSCOE	United States Army Maneuver Support Center of Excellence
USAPKSOI	United States Army Peacekeeping and Stability Operations Institute
USASMDC	United States Army Space and Missile Defense Command
USASOM	United States Army School of Music
USASSI	United States Army Soldier Support Institute
WAN	wide area network
WMD	weapons of mass destruction
WTI	weapons technical intelligence

SECTION II – TERMS

ambush

An attack by fire or other destructive means from concealed positions on a moving or temporarily halted enemy. (FM 3-90-1)

approach march

The advance of a combat unit when direct contact with the enemy is intended. (ADRP 3-90)

Army design methodology

A methodology for applying critical and creative thinking to understand, visualize, and describe unfamiliar problems and approaches to solving them. (ADP 5-0)

assessment

The determination of the progress toward accomplishing a task, creating a condition, or achieving an objective. (JP 3-0)

attack

An offensive task that destroys or defeats enemy forces, seizes and secures terrain, or both. (ADRP 3-90)

battle position

A defensive location oriented on a likely enemy avenue of approach. (ADRP 3-90)

breach

A tactical mission task in which the unit employs all available means to break through or establish a passage through an enemy defense, obstacle, minefield, or fortification. (FM 3 90-1)

bypass

A tactical mission task in which the commander directs the unit to maneuver around an obstacle, position, or enemy force to maintain the momentum of the operation, while deliberately avoiding combat with the enemy force. (FM 3-90-1)

cordon and search

A technique of conducting a movement to contact that involves isolating a target area and searching suspected locations within that target area to capture or destroy possible enemy forces and contraband. (FM 3-90-1)

counterinsurgency

Comprehensive civilian and military efforts designed to simultaneously defeat and contain insurgency and address its root causes. (JP 3-24)

counterterrorism

Activities and operations taken to neutralize terrorists and their organizations and networks in order to render them incapable of using violence to instill fear and coerce governments or societies to achieve their goals. (JP 3-26)

cover

A security task to protect the main body by fighting to gain time while also observing and reporting information and preventing enemy ground observation of and direct fire against the main body. (ADRP 3-90)

defense support of civil authorities

Support provided by United States Federal military forces, Department of Defense civilians, Department of Defense contract personnel, Department of Defense component assets, and National Guard forces (when the Secretary of Defense, in coordination with the governors of the affected states, elects and requests to use those forces in Title 32, United States Code, status) in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events. (DODD 3025.18)

defensive task

A task conducted to defeat an enemy attack, gain time, economize forces, and develop conditions favorable for offensive or stability tasks. (ADRP 3-0)

distribution

The operational process of synchronizing all elements of the logistic system to deliver the "right things" to the "right place" at the "right time" to support the geographic combatant commander. (JP 4-0)

electronic attack

Division of electronic warfare involving the use of electromagnetic energy, directed energy, or antiradiation weapons to attack personnel, facilities, or equipment with the intent of degrading, neutralizing, or destroying enemy combat capability and is considered a form of fires. (JP 3-13.1)

electronic protection

Division of electronic warfare involving actions taken to protect personnel, facilities, and equipment from any effects of friendly or enemy use of the electromagnetic spectrum that degrade, neutralize, or destroy friendly combat capability. (JP 3-13.1)

electronic warfare

Military action involving the use of electromagnetic and directed energy to control the electromagnetic spectrum or to attack the enemy. (JP 3-13.1)

electronic warfare support

Division of electronic warfare involving actions tasked by, or under direct control of, an operational commander to search for, intercept, identify, and locate or localize sources of intentional and unintentional radiated electromagnetic energy for the purpose of immediate threat recognition, targeting, planning and conduct of future operations. (JP 3-13.1)

encirclement operations

Operations where one force loses its freedom of maneuver because an opposing force is able to isolate it by controlling all ground lines of communications and reinforcement. (ADRP 3-90)

envelopment

A form of maneuver in which an attacking force seeks to avoid the principal enemy defenses by seizing objectives behind those defenses that allow the targeted enemy force to be destroyed in their current positions. (FM 3-90-1)

execution

Putting a plan into action by applying combat power to accomplish the mission. (ADP 5-0)

exploitation

An offensive task that usually follows a successful attack and is designed to disorganize the enemy in depth. (ADRP 3-90)

fires warfighting function

The related tasks and systems that provide collective and coordinated use of Army indirect fires, air and missile defense, and joint fires through the targeting process. (ADRP 3-0)

flank attack

A form of offensive maneuver directed at the flank of an enemy. (FM 3-90-1)

forms of maneuver

Distinct tactical combinations of fire and movement with a unique set of doctrinal characteristics that differ primarily in the relationship between the maneuvering force and the enemy. (ADRP 3-90)

forward passage of lines

Occurs when a unit passes through another unit's positions while moving toward the enemy. (ADRP 3-90)

frontal attack

A form of maneuver in which an attacking force seeks to destroy a weaker enemy force or fix a larger enemy force in place over a broad front. (FM 3-90-1)

gap-crossing operation

A mobility operation consisting of river crossing, brigade-level crossing, and special gap-crossing operations conducted to project combat power across a linear obstacle (wet or dry gap). (ATTP 3-90.4)

general engineering

Those engineering capabilities and activities, other than combat engineering, that modify, maintain, or protect the physical environment (JP 3-34)

graphic control measure

A symbol used on maps and displays to regulate forces and warfighting functions. (ADRP 5-0)

guard

A security task to protect the main body by fighting to gain time while also observing and reporting information and preventing enemy ground observation of and direct fire against the main body. Units conducting a guard mission cannot operate independently because they rely upon fires and functional and multifunctional support assets of the main body. (ADRP 3-90)

human intelligence

(Army) The collection by a trained human intelligence collector of foreign information from people and multimedia to identify elements, intentions, composition, strength, dispositions, tactics, equipment, and capabilities. (FM 2-22.3)

infiltration

A form of maneuver in which an attacking force conducts undetected movement through or into an area occupied by enemy forces to occupy a position of advantage behind those enemy positions while exposing only small elements to enemy defensive fires. (FM 3-90-1)

information collection

An activity that synchronizes and integrates the planning and employment of sensors and assets as well as the processing, exploitation, and dissemination systems in direct support of current and future operations. (FM 3-55)

information management

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

intelligence operations

(Army) The tasks undertaken by military intelligence units and Soldiers to obtain information to satisfy validated requirements. (ADRP 2-0)

intelligence warfighting function

The related tasks and systems that facilitate understanding the enemy, terrain, and civil considerations. (ADRP 3-0)

irregular warfare

A violent struggle among state and non-state actors for legitimacy and influence over the relevant population(s). (JP 1)

knowledge management

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

LandWarNet

The Army's portion of the Department of Defense information networks. (FM 6-02)

linkup

A meeting of friendly ground forces, which occurs in a variety of circumstances. (ADRP 3-90)

maneuver

The employment of forces in the operational area through movement in combination with fires to achieve a position of advantage in respect to the enemy. (JP 3-0)

measure of effectiveness

A criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect. (JP 3-0)

measure of performance

A criterion used to assess friendly actions that is tied to measuring task accomplishment. (JP 3-0)

meeting engagement

A combat action that occurs when a moving force, incompletely deployed for battle, engages an enemy at an unexpected time and place. (FM 3-90-1)

military deception

Actions executed to deliberately mislead adversary military, paramilitary, or violent extremist organization decision makers, thereby causing the adversary to take specific actions (or inactions) that will contribute to the accomplishment of the friendly mission. (JP 3-13.4)

mission command

The exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations. (ADP 6-0)

mission command warfighting function

The related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions (ADRP 3-0)

movement and maneuver warfighting function

The related tasks and systems that move and employ forces to achieve a position of relative advantage over the enemy and other threats. (ADRP 3-0)

movement to contact

(Army) An offensive task designed to develop the situation and establish or regain contact. (ADRP 3-90)

observation post

A position from which military observations are made, or fire directed and adjusted, and which possesses appropriate communications. While aerial observers and sensor systems are extremely useful, those systems do not constitute aerial observation posts. (FM 3-90-2)

obstacle

Any natural or man-made obstruction designed or employed to disrupt, fix, turn, or block the movement of an opposing force, and to impose additional losses in personnel, time, and equipment on the opposing force. (JP 3-15)

offensive task

A task conducted to defeat and destroy enemy forces and seize terrain, resources, and population centers. (ADRP 3-0)

operations process

The major mission command activities performed during operations: planning, preparing, executing, and continously assessing the operation. (ADP 5-0)

passage of lines

An operation in which a force moves forward or rearward through another force's combat positions with the intention of moving into or out of contact with the enemy. (JP 3-18)

peace enforcement

Application of military force, or the threat of its use, normally pursuant to international authorization, to compel compliance with resolutions or sanctions designed to maintain or restore peace and order. (JP 3-07.3)

peace operations

A broad term that encompasses multiagency and multinational crisis response and limited contingency operations involving all instruments of national power with military missions to contain conflict, redress the peace, and shape the environment to support reconciliation and rebuilding and facilitate the transition to legitimate governance. (JP 3-07.3)

penetration

A form of maneuver in which an attacking force seeks to rupture enemy defenses on a narrow front to disrupt the defensive system. (FM 3-90-1)

planning

The art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing that future about. (ADP 5-0)

preparation

Those activities performed by units and Soldiers to improve their ability to execute an operation. (ADP 5-0)

protection warfighting function

The related tasks and systems that preserve the force so the commander can apply maximum combat power to accomplish the mission. (ADRP 3-0)

pursuit

An offensive task designed to catch or cut off a hostile force attempting to escape, with the aim of destroying it. (ADRP 3-90)

rearward passage of lines

Occurs when a unit passes through another unit's positions while moving away from the enemy. (ADRP 3-90)

reconnaissance

A mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or adversary, or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area. (JP 2-0)

reconnaissance in force

A deliberate combat operation designed to discover or test the enemy's strength, dispositions, and reactions or to obtain other information. (ADRP 3-90)

reconnaissance objective

A terrain feature, geographic area, enemy force, adversary, or other mission or operational variable, such as specific civil considerations, about which the commander wants to obtain additional information. (ADRP 3-90)

relief in place

An operation in which, by direction of higher authority, all or part of a unit is replaced in an area by the incoming unit and the responsibilities of the replaced elements for the mission and the assigned zone of operations are transferred to the incoming unit. (JP 3-07.3)

screen

A security task that primarily provides early warning to the protected force. (ADRP 3-90)

search and attack

A technique for conducting a movement to contact that shares many of the characteristics of an area security mission. (FM 3-90-1)

sensitive site

A geographically limited area that contains, but is not limited to, adversary information systems, war crimes sites, critical government facilities, and areas suspected of containing high value targets. (JP 3-31)

site exploitation

A series of activities to recognize, collect, process, preserve, and analyze information, personnel, and/or materiel found during the conduct of operations. (JP 3-31)

Soldier and leader engagement

Interpersonal interactions by Soldiers and leaders with audiences in an area of operations. (FM 3-13)

special reconnaissance

Reconnaissance and surveillance actions conducted as a special operation in hostile, denied, or diplomatically and/or politically sensitive environments to collect or verify information of strategic or operational significance, employing military capabilities not normally found in conventional forces. (JP 3-05)

spoiling attack

A tactical maneuver employed to seriously impair a hostile attack while the enemy is in the process of forming or assembling for an attack. (FM 3-90-1)

sustainment warfighting function

The related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance. (ADRP 3-0)

tactical mission task

The specific activity performed by a unit while executing a form of tactical operation or form of maneuver. It may be expressed in terms of either actions by a friendly force or effects on an enemy force. (FM 3-90-1)

tactical road march

A rapid movement used to relocate units within an area of operations to prepare for combat operations. (ADRP 3-90)

task-organizing

The act of designing an operating force, support staff, or sustainment package of specific size and composition to meet a unique task or mission. (ADRP 3-0)

terrain management

The process of allocating terrain by establishing areas of operation, designating assembly areas, and specifying locations for units and activities to deconflict activities that might interfere with each other. (ADRP 5-0)

turning movement

A form of maneuver in which the attacking force seeks to avoid the enemy's principle defensive positions by seizing objectives behind the enemy's current positions thereby causing the enemy force to move out of their current positions or divert major forces to meet the threat. (FM 3-90-1)

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02 October 2015

By Order of the Secretary of the Army

MARK A. MILLEY
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Chief of Staff

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