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Military History Operations

June 2014

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Contents

		Page
	PREFACE	**iii**
	INTRODUCTION	**v**
Chapter 1	**THE ARMY HISTORICAL PROGRAM**	**1-1**
	Importance of Military History	1-1
	The Commander's Responsibilities	1-4
	Field History During Army Operations	1-4
	Field History at Home Station	1-6
Chapter 2	**MILITARY HISTORY AND THE ARMY**	**2-1**
	The Army and the Nation	2-1
	The Integral Role of Military History	2-1
	Standards of Army History	2-4
	Guiding Principles for Field Historians	2-5
Chapter 3	**ORGANIZATION FOR FIELD HISTORY OPERATIONS**	**3-1**
	Field History Operations	3-1
	Field History Operations Organization	3-1
	Command and Unit Historian Duties	3-3
	Other Army Field History Organizations	3-4
	Other Service Historians	3-5
Chapter 4	**MILITARY HISTORY DETACHMENTS**	**4-1**
	Military History Detachment Development	4-1
	Military History Detachment Organization	4-2
	Military History Detachment Employment	4-4
	Mission Command Execution	4-6
	Military History Detachment Operations Planning	4-7
	Historical Collections Disposition and Reporting	4-7
	Military History Detachment Support Requirements	4-8
	Military History Detachment Mission	4-8
Chapter 5	**HISTORICAL COLLECTIONS AND REPORTS**	**5-1**

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Historical Collections and Reporting 5-1
Historical Documentation 5-1
Oral Interviews and Histories 5-4
Historical Artifacts 5-5
Historical Reports and Publications 5-5
Records Management 5-7

Chapter 6 FIELD HISTORY PLANNING 6-1
The Operations Process 6-1
The Military Decisionmaking Process 6-2
Field History Operations Planning 6-3
Collection Plan 6-5
Assessment 6-6

Appendix A ACCESS AGREEMENT FOR ORAL HISTORY MATERIALS A-1

Appendix B ANNUAL COMMAND HISTORY B-1

Appendix C COMMAND REPORT C-1

Appendix D OPERATIONS DATA REPORT FORMAT D-1

Appendix E HISTORICAL ANNEX TO OPERATIONS PLAN AND ORDER E-1

GLOSSARY Glossary-1

REFERENCES References-1

INDEX Index-1

Figures

Figure 1-1. Decisive action 1-5
Figure 4-1. Structure of MHD Team A 4-3
Figure 4-2. Structure of MHD Team B 4-4
Figure 4-3. Structure of MHD Team C 4-4
Figure 4-4. Notional deployment of MHDs 4-5
Figure A-1. Sample form 7273 ..... A-1
Figure D-1. Sample operations data report format D-1
Figure E-1. Sample historical operation plan format E-1

Tables

Introductory Table-1. New Army terms v
Introductory Table-2. Modified Army terms v

Preface

Army Techniques Publication (ATP) 1-20 discusses field history operations and provides guidance on the organization and employment of Army historians. It details the techniques and procedures for the documentation, recording, and preservation of the official history of the Army during combat and contingency operations.

The principal audiences for ATP 1-20 are Army commanders, staffs, leaders, and those Soldiers and civilians assigned to historical duties. It outlines responsibilities for commanders and units and the necessary doctrinal guidance for unit historical officers (UHO), military history detachments (MHD), and other field historians to perform historical tasks across the range of military operations.

ATP 1-20 helps commanders, and Army field historians assigned to them, with their responsibilities to ensure that Army operational history is captured and preserved, with particular attention to command and unit history officers and MHDs. It is applicable at all command levels of the operational Army that may deploy and perform combat and contingency operations.

The doctrinal principles and procedures in this publication provide guidance and are not prescriptive. However, they reflect hard lessons learned over the course of Army history, especially when its operational history was not adequately captured or preserved.

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

ATP 1-20 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which ATP 1-20 is the proponent publication (the authority) are marked with an asterisk (*) in the glossary. Definitions for which ATP 1-20 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.

ATP 1-20 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 and preparing agency for ATP 1-20 is the U.S. Army Center of Military History located at 102 4th Ave, Ft. McNair, DC, 20319. Send comments and recommendations on a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the above address ATTN: AAMH-FPF or electronically to mailto:usarmy.mcnair.cmh.mbx.answers@mail.mil.

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Introduction

Army Techniques Publication (ATP) 1-20, *Military History Operations*, is the first historical ATP released under Doctrine 2015. It replaces FM 1-20. ATP 1-20 makes numerous changes from the now obsolete FM 1-20. ATP 1-20 includes a discussion of how the Army organizes for field history operations to ensure that Army operations are captured for the historical record. The most significant change is the introduction to the various types of military history detachment (MHD) organizations and doctrinal missions. ATP 1-20 also delineates the principles field historians follow to execute their duties.

ATP 1-20 contains six chapters:

Chapter 1 discusses the Army Historical Program and its component parts, outlines the duties and responsibilities of each element in the Army Historical Program, identifies the responsibilities of commanders for performing command and unit history programs, and discusses field history during Army operations and at home station.

Chapter 2 discusses the integral role of military history, and provides guiding principles for field historians to follow when performing their duties and responsibilities.

Chapter 3 discusses how the Army organizes field history operations and the duties and responsibilities of historians at each level in the chain of command. It outlines other organizations within the Army and the joint force that contribute to Army field history operations.

Chapter 4 outlines MHD historical development, discusses how an MHD is organized, and discusses how MHDs are employed during combat and contingency operations.

Chapter 5 discusses the sources and types of historical materials collected by field historians with emphasis on documents, oral interviews, and artifacts. It also provides guidance on historical reporting, both formal and informal, at the various levels of the chain of command.

Chapter 6 This chapter describes the military decisionmaking process (MDMP) and planning as it applies to performing field history operations.

ATP 1-20 has five appendices that provide guidance on reports and forms. Terms for which this manual is proponent and modified Army terms have been added. The glossary contains acronyms and defined terms. Introductory tables 1 and 2 show the new Army terms and modified Army terms.

Introductory Table-1. New Army terms

Term	***Remarks***
combatant command historian	New term and definition.
field historian	New term and definition.
historical documents	New term and definition.
unit historical officer	New term and definition.

Introductory Table-2. Modified Army terms

Term	***Remarks***
historical monograph	Modified term and definition.
operations data report	Modified term and definition.

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Chapter 1
The Army Historical Program

This chapter discusses the importance and components of military history. It then discusses the commander's responsibilities and field history during Army operations and at home station.

IMPORTANCE OF MILITARY HISTORY

1-1. Military history provides the foundation for Army training, education, esprit de corps, and decisionmaking. The lessons of the past form the doctrines of the future. These lessons are not based on poorly recorded or understood events. History is a way to learn about armed conflict in all dimensions. Soldiers and units bond and fight with a common historical heritage. History is valuable training for everyone from the individual Soldier to the highest-level leaders to make decisions about the Army's future. The recording, analysis and dissemination of past operations and institutional changes, unit lineages, and command decisions at all levels are essential for the Army to meet future demands. The Army Historical Program ensures that military history meets the needs of the Army and the nation.

ARMY HISTORICAL PROGRAM

1-2. The Army Historical Program preserves, interprets, disseminates, and teaches military history; provides historical advice to decisionmakers and their staffs; and stimulates historical mindedness within the Army and throughout the nation. This program gives the Army an integrated and resourced network of professionals to serve Soldiers. It supports Army-wide decisionmaking by providing historical products and services throughout the Army. The Army relies on the program to:

- Preserve the institutional memory of the Army.
- Write the official history of the Army in peace and war.
- Provide historical support in decisionmaking.
- Provide military history instruction in the education of all Soldiers and Army civilians.
- Support leadership and professional development.
- Support public and command information activities.

THE U.S. ARMY CENTER OF MILITARY HISTORY

1-3. The Center of Military History (CMH) oversees the Army Historical Program and the appropriate use of history throughout the United States Army. The center provides historical support to the Army secretariat and staff and provides historical information for decisionmaking, staff actions, command information programs, and public statements by Army officials. The Chief of Military History acts as the executive director of the CMH and provides policy guidance and staff supervision of the Army Historical Program, ensures the readiness of the components of the program, and serves as the principal advisor to the secretary of the Army and the chief of staff of the Army for all historical matters. CMH responsibilities include:

- Researching and writing the official history of the Army along with other historical works.
- Determining and publishing the official lineage of regular Army, U.S. Army Reserve, and Army National Guard commands and units and maintaining historical files on all Army units.
- Providing Army-wide staff supervision over Army field history operations during contingency and combat operations.
- Serving as the organizational and doctrinal proponent for Army field historians including military history detachments (MHD).

- Collecting, maintaining, and making historical source materials and publications available to the Army. (Note: The CMH is not a component of the Army records management system. It collects and maintains selected copies of both official and unofficial documents, materials, and oral histories that have historical significance).
- Conducting the international historical program as part of Army security cooperation and partnership activities.
- Managing the Army civilian career program for historians, museum curators and specialists, and archivists.
- Certifying active duty and reserve component military historians.
- Establishing policy and standards for Army oral history programs and conducting senior Army leaders' oral history interviews.
- Ensuring accountability of all Army historical artifacts and providing staff supervision of the Army museum system.
- Managing Army art activities and the Army art central collection.
- Promoting the study and teaching of military history within the Army.

THE ARMY HERITAGE AND EDUCATION CENTER

1-4. The Army Heritage and Education Center at Carlisle Barracks, PA, educates on Army heritage by acquiring, preserving, and making historical records, materials, and artifacts available. The center also educates the Army and the public on the central role of the Army in growing, developing, and protecting the nation. The center supports the Army's education, research, publication, and communication synchronization through public programs, historical holdings, and preservation practices. The staff makes its substantial bibliographic and reference resources available to public and private researchers and supports military history education throughout the Army. The Army Heritage and Education Center consists of the directorate of operations and four subordinate directorates: the U.S. Army Military History Institute, the Army Heritage Museum, the Collections Management Directorate, and the Visitors and Education Services.

COMBAT STUDIES INSTITUTE

1-5. The Combat Studies Institute at Fort Leavenworth, KS, provides a wide range of military historical and educational support to the U.S. Army Combined Arms Center, Training and Doctrine Command, and the Army including:

- Researching, writing, and publishing topics important to Army doctrinal and operational concerns.
- Supporting the Training and Doctrine Command school system by authorizing and publishing course materials, teaching intermediate level education courses, assessing and revising military history training support packages, conducting certification courses for military history instructors, and serving as the proponent for the Training and Doctrine Command's military history instructor's course.
- Supporting Army leader development efforts, including courses for the Command and General Staff College, School for Command Preparation, and School of Advanced Military Studies.
- Conducting and providing information and assistance to live and virtual staff rides.
- Conducting an oral history program called the Operational Leadership Experience to capture Command and General Staff College student, faculty, and other Army and military leaders' operational experiences.
- Supporting the command history program for the Combined Arms Center commander and Fort Leavenworth garrison commander.

MILITARY HISTORY OFFICES

1-6. Army Commands, Army Service Component Commands, and Direct Reporting Units establish military history offices. These offices are staffed by professional historians or historical officers and

directed by a command historian. The CMH inspects and certifies military history offices to ensure compliance with standards set forth in Army Regulation (AR) 870-5. The command historian carries out the command history program and inspects and certifies the history programs of major subordinate commands. Responsibilities of these command historians include the following:

- Establishing a command historical program that includes researching and writing publications of historical significance to the command, creating documentary collections, conducting oral history interviews, and presenting military history education and professional development activities for personnel.
- Preparing historical manuscripts for Army-wide publication.
- Exercising staff supervision over subordinate unit and organizational history programs and activities, including biennial staff assistance visits to subordinate command history offices and reviewing and evaluating professional historical credentials and qualifications of all candidates for command historian positions in major subordinate commands.
- Preparing the command's annual history or command report.
- Establishing and maintaining historical research collections and organizational history files.
- Responding to historical inquiries from the command, other Army and Department of Defense units and organizations, veterans' organizations, and the general public.
- Reviewing and evaluating annual histories and historical work of subordinate commands.
- Supporting professional and leader development including a staff ride program and military history education activities.
- Maintaining liaison with other Army and governmental historical offices, historians, and historical organizations. This includes travel to centers of historical activity.
- Maintaining liaison with counterpart host nation government and military officials in overseas commands.
- Preparing, conducting, and preserving oral history interviews with the commander, key active duty and retired military, and civilian staff officers. This includes end-of-tour interviews and other interviews as directed.

SUBORDINATE COMMAND HISTORIANS AND UNIT HISTORICAL OFFICERS

1-7. At theater army, corps and division levels an officer or deployable civilian historian is assigned primary duty as the command historian. The command historian maintains a command history program. At brigade and lower levels, a unit historical officer (UHO) is assigned to conduct the unit history program. **A *unit history* is an informal narrative that covers the entire history of a specific unit, written in an easy-to-read manner for the benefit of the Soldiers.** Each command and UHO is responsible for establishing a historical program that includes:

- Research and writing publications of historical significance to the command.
- Creating and maintaining historical document collections.
- Preparing the annual command history.
- Conducting oral history interviews with the commander and key members of the staff.
- Presenting military history education and professional development activities.
- Providing staff expertise for decisionmaking, planning, and operations.
- Exercising staff supervision over subordinate unit and organizational history programs and activities.

1-8. See chapter 3 for a detailed discussion of the organization and duties of command and unit historians.

FIELD HISTORIANS

1-9. **A *field historian* is an Army historian, military or civilian, that serves outside of the Center of Military History documenting, recording, and reporting the official history of the Army at the command and unit levels.** Field historians are the focal point of the Army Historical Program and collect, preserve, and present the Army's history. They interact daily with the Army and participate in command and unit activities and operations, provide the essential understanding of organizations, developments, and

conditions at the institutional, operational, and tactical levels for proper collection and preservation of Army history. Field historians are more than experts in military history—they know Army doctrine and organization, plan and coordinate staff, and conduct training and professional education.

1-10. MHDs are small units organized, trained, and equipped to conduct historical operations and augment command and unit historians during combat and contingency operations. Their primary mission is ensuring the Army's operational history is captured and preserved. The main effort is on the collection of documents, orders and plans, maps, photographs, oral histories, and artifacts related to actions and operations. Duties and responsibilities of the MHDs are outlined in Chapter 4.

1-11. Every Soldier in the Army is important to the Army Historical Program. Without them, Army history would not exist and the program would have no purpose. For that reason, Soldiers and Army civilians know their role in unit and command history programs and help Army historians reconstruct individual, unit, and command activities and actions. More importantly, Army historians ensure history is included in each Soldier's professional development.

THE COMMANDER'S RESPONSIBILITIES

1-12. Military history is a command responsibility. A commander's influence, emphasis, and participation from battalion to the highest levels are important for the Army Historical Program to be successful. They ensure the Army's history is recorded and that command or unit activities, operations, organizational changes, and key events are documented and preserved. Commanders create and sustain aggressive history programs. They realize that these programs help accomplish missions develop unit effectiveness. The command or unit historian provides staff assistance and expertise to the commander. The commander still executes the command's historical program. Commanders include collection and use of history in their daily operations to ensure a functioning command or unit history program. As a minimum, commanders are responsible for the following:

- Assigning command or unit historians.
- Providing the historian with direct access to all commanders and their staffs. Command and unit historians report directly to, and are rated by, the commander, the chief of staff, or the operations officer. Historians are not administrative or public affairs and are not assigned to either the battalion or brigade personnel staff officer (S-1) or the command public affairs office.
- Incorporating the historian in all training, planning, and operations.
- Ensuring the historical record of command or unit activities, organizational changes, and operations are documented and reported. See AR 870-5 for documentation instructions.

1-13. Commanders of armies, corps, commands, combat divisions, non-divisional armored and infantry brigades, ranger and cavalry regiments, and special forces groups in the regular Army, the Army National Guard when in federal service, and the Army Reserve prepare and submit annual histories or command reports, as applicable, to the CMH (see paragraphs 5-25 and 5-26 for details). Subordinate organizations to these organizations submit those reports to their higher headquarters. Commanders of other units and these organizations prepare unofficial unit histories and periodic supplements. Commanders have prepared and made histories available to unit members, former members, and the public at large. Unit histories vary considerably. A corps or division sized organization, with its greater resources, prepares a historical work of greater quality and appeal than a smaller unit. This should not discourage units from preparing record of their achievements that their size, mission, and personnel permit.

FIELD HISTORY DURING ARMY OPERATIONS

1-14. Army field historians document, record, and report the Army's official history at the command and unit levels. They collect and retain copies of significant documents and artifacts; conduct interviews of key personnel; and document events, activities, and actions of Army commands, units, and individuals. Army field historians provide the source materials for researching and writing the Army's official operational history. Equally important, field historians provide historical support to commanders and their staffs during planning and operations.

1-15. Army field historians know current doctrine. Army doctrine describes how the Army organizes, trains, equips, deploys, and employs its forces. This foundation frames the way field historians approach their duties. A proficient understanding of how the Army executes its roles and missions enable historians to collect and report on events and operations.

1-16. The Army conducts operations within a strategic context defined by the operational environment, the character of the friendly force, and the nature of the threat. The operational environment includes conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. Army leaders plan, prepare, execute, and assess operations by analyzing the operational environment in terms of the operational and mission variables. Operational variables include: political, military, economic, social, information, infrastructure, physical environment, and time. The mission variables include mission, enemy, terrain and weather, troops and support available, time available, and civil considerations. The interaction of these variables in a situation, domain, area of operations, or area of interest illustrates a commander's operational environment but does not limit it. No two operational environments are identical, even within the same joint operations area. Every operational environment changes over time. Army leaders consider how evolving relevant operational or mission variables affect force employment concepts and tactical actions that contribute to the strategic purpose.

1-17. The Army demonstrates its core competencies through decisive action. *Decisive action* is the continuous, simultaneous combinations of offensive, defensive, and stability or defense support of civil authorities tasks (ADRP 3-0). The Army conducts traditional and irregular warfare against conventional and hybrid threats. See ADRP 3-0 for further discussion on offensive and defensive tasks and see ADRP 3-07 for further discussion on stability tasks. Homeland defense and defense support of civil authorities represent Army support to U.S. civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events.

1-18. The emphasis on different elements of decisive action changes with echelon, time, and location. In an operation dominated by stability, part of the force conducts simultaneous offensive and defensive tasks to establish stability. Within the United States, defense support of civil authorities is the only activity conducted. In short, no single element is more important than the others. The combination of the elements, which commanders constantly adapt to conditions, are important to successful land operations in achieving the end state. Figure 1-1 shows a schematic of the elements of decisive action conducted by the Army and the relative weights of each.

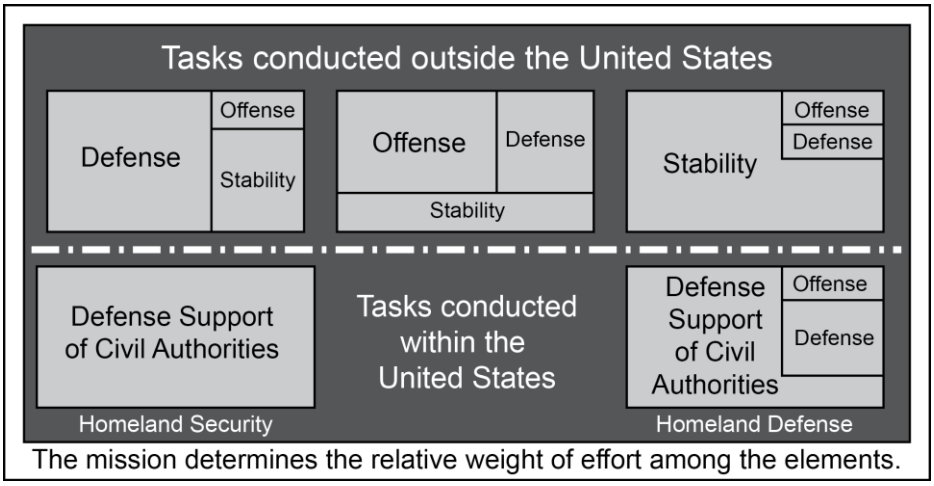


Figure 1-1. Decisive action

1-19. Field historians document the environment and operations with collection plans and reports. As with the forces they support, field historians adapt their actions to the conditions. They collect accurate chronologies of events; key documents; interviews with participating commanders, staffs, and Soldiers; representative operational and situation information; friendly force composition, strength, and disposition; and anticipated threats during planning and the threats encountered. This allows later historians to recreate

an account of those operations and the transitions and interrelationships between types of operations. Equally important, this information benefits commands and units whose official history, lineage, and honors depend on accurate and detailed source documents and reports provided by field historians.

- Offensive and defensive tasks require field historians to collect and report on combat and supporting operations conducted by the Army. While the Army conducts combat operations in a joint and combined command structure, the actions of naval, Marine Corps, other service air units, and multinational forces not involved in Army operations are beyond the scope of the Army Historical Program.
- Stability tasks require field historians to look beyond the Army's combat operations. Historical documentation includes interactions with other U.S governmental agencies (Department of State or Agency for International Development, for example), non-governmental organizations, host nation civilians and security forces, multinational military forces, international organizations, and the local populace to name a few. Emphasis is on civil-military tasks, interagency coordination, and transition of military and security operations from the Army to host nation military and police forces.
- Army support of civil authorities in the United States includes a range of local, state, and national organizations and actors included in historical collection and reporting. In such cases, especially when collecting documents and interviews on issues relating to Army-civil authority coordination, domestic political and legal sensitivities are understood.

1-20. The Army's six warfighting functions—movement and maneuver, intelligence, fires, sustainment, mission command, and protection—inform field history operations and frame how field historians perform operations, focus collection efforts, and develop historical reports and histories. Field historians allocate their resources carefully. Commanders have a wide range of operations and training they are responsible for and focus varies by warfighter function. Field historians adjust their historical plans, activities, and collection priorities based on their particular commander's main effort. Each warfighting function defines a group of tasks and systems (people, organizations, information, and processes) united by a common purpose that commanders use to accomplish mission and training objectives. Depending on the type of operation or training performed and the mission and tasks of the command or unit where field historians are assigned, certain functions take precedence to determine historical resource allocation and collection priorities. Historical resource allocation is the main effort of historical support plans and activities. In addition, the effects of the various functions on operations—both positive and negative—are identified when possible. Army planners turn to field historians for historical insight on Army operational concepts, tactics, or techniques. Planners use field historian analysis for insight into past military operations and apply this to the current situation. For example, shortages in supplies or the ability to get them to units may affect plans and outcomes. See ADRP 3-0 for a detailed discussion of each warfighting function.

1-21. Field historians are more than observers, recorders, and collectors of information and artifacts. They plan and perform operations. They may perform historical analysis of past military operations in the area of operations, research historical cases where previous Army commanders face similar conditions or provide historical insights on operational concepts, tactics, or techniques applied in the past and offer relevancy to current operations. In addition, field historians develop plans and orders detailing historical support to operations. These plans ensure collection and reporting is properly weighted according to the types of operations conducted and is flexible enough to adjust to changing circumstances. See Chapter 6 for a detailed discussion of planning.

FIELD HISTORY AT HOME STATION

1-22. Military history includes more than recounting of actions, battles, or campaigns. It addresses the institutional development of the Army. In periods of relative peace or when operational rotations afford commands and units the opportunity for reconstitution, reorganization, and training, command and unit historians shift their focus to institutional and organizational history. Changes in force structure or end strengths; fielding of new or phasing out of older equipment; activation, reflagging, or inactivation of units; significant training events; and noteworthy individual actions are documented. In addition, elements of commands and units host or deploy to support security cooperation and partnership activities. These require historical support equivalent to that provided during active operations.

1-23. Command and unit historians execute the command history program while located at home station. The commander and staff include field historians in staff training such as command post and field exercises. Of particular importance is the establishment and maintenance of the organization's history file; preparing and submitting the annual command history; providing historically-based support to training and professional development; and providing historical support to command and unit commemorations and events that build cohesion and esprit de corps.

1-24. Field historian training and professional development is essential to support the Army Historical Program. Field historians attend training courses and seminars to improve their ability as military historians. Their training and development as Soldiers or Army civilians parallel that of their peers throughout the Army. Equally important, field historians participate in all staff training performed by their commands and units, including command post and field exercises. MHDs, in addition to individual and team training, participate in major Army training rotations to combat training centers and other major training exercises. In the end, the military history force of the Army is only as proficient as the training and development it receives.

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Chapter 2

Military History and the Army

This chapter discusses the role of military history in the Army and defines the standards of Army history. It then provides the guiding principles for field historians to perform their duties and responsibilities.

THE ARMY AND THE NATION

2-1. The story of the United States Army is one of growth, adaptation, and change. The Army as an institution changes its organization, materiel, doctrine, and composition to cope with conflict and danger. For these reasons, ensuring that the history of the Army—both during combat and contingency operations and during periods of peace—is preserved and understood is fundamental to every Soldier, unit, and command.

2-2. The Army evolved to fight the nation's wars. The Army is also a societal force as an institution. From its earliest years the Army helped develop the country; explored and guarded the frontier; constructed roads; provided engineering, transportation, communications, sanitation, and medical support; developed scientific, organizational, and technical advances; and mitigated domestic emergencies. At the same time, the Army was a vehicle for social mobility for disadvantaged groups as illustrated by European immigrants in the 19th century, African-Americans in the 1950s and 1960s, and Hispanic-Americans today. The historical experience in war and peace molded the Army into a blend of long-term regulars and short-term citizen Soldiers. Both bring skills and outlooks that shaped each other and the nation. The Army's history shows two armies: a regular Army of professional Soldiers and an army of citizens ready to respond to the call of emergencies.

2-3. Throughout most of this nation's existence, its foundations as a constitutional republic and liberal democracy with its geographic isolation combined to subordinate in the public mind, the role of force and military institutions in its history. Blessed by relatively weak neighbors on the north and south and safe behind its ocean barriers, the United States defined its security with its own boundaries and frontiers. The military factors important to its birth, development, and heritage are minimized. When scientists started conquering space and time in the 20th century and the European system that maintained order in the 19th century crumbled under the impact of two world wars, Americans realized their security depended on military forces to prevent threats from ever reaching American shores. The nation that began the 20th century with a strong sense of security felt insecure five decades later. The Cold War and involvement in the overseas contingency operations ended America's lingering beliefs in isolation and safety. Not since the era of the founding fathers has security in a dangerous world become such an urgent issue and national defense such a concern.

THE INTEGRAL ROLE OF MILITARY HISTORY

2-4. The history of the Army's collection and use of military history has moved from informal and unofficial origins to today's Army Historical Program. Unfortunately, it is also one of periodic neglect in the face of competing demands.

2-5. The Army's historical education during the formative years between 1775 and the early decades of the 19th Century relied on European military writers, augmented by personal memoirs with individual Soldiers that conveyed accounts of leaders and battles written for public. Beyond the efforts of instructors and individual Soldiers, the Army lacked structure for the systematic collection, research, publication, and study of military history. This is not to say that military history was ignored. Knowledge of past battles and leaders are essential to a Soldier's professional development. Beginning with the continental Army and stretching through the curriculum of the newly formed United States Military Academy at West Point, the

Army relied on military history for education in its tactical manuals and doctrine. Soldiers studied European history and saw their captains and campaigns as the best source of military learning and discounted their experiences in frontier warfare and against the British in the Revolution and the War of 1812. Dennis Hart Mahan, United States Military Academy professor and author of the primary doctrinal treatise of the pre-Civil War era, based his writing on a detailed study of Napoleon. This pattern continued through the Mexican War, which is the training ground for the future generation of commanders that fought the American Civil War. The Army history that was recorded came from memoirs, letters, reports, and occasional newspaper articles. The Army did not have an institutional capability and did not document its history or learn from its own past.

2-6. The American Civil War changed the Army's approach to military history. During and after the Civil War, the war department compiled the official records of all units. This came from a congressional resolution in early 1864 and became a set of 128 volumes of primary documents entitled The War of the Rebellion: A Compilation of the Official Records of the Union and Confederate Armies. The government published the first volume in 1878 and made the final volumes public in 1901. These volumes continue as the source of facts to study this period of U.S. military history. These volumes contain primary sources and only present the facts that commanders report. The historical analysis of strategy, campaigns, and decisions comes from the memoirs and histories written by officers that served during the conflict. Yet, with the advent of formal branch schools and the staff college, military history became a part of Soldier education. Additionally, officers such as Emory Upton researched and used history to examine Army organization and institutions. This was often done unofficially.

2-7. As the Army entered the 20th Century, military history became more official. In 1902, the war department published a two-volume account of the Spanish-American War, including the Philippine Insurrection and the China Relief Expedition. These volumes mirrored the Civil War Official Records in style and content. Similar to the Civil War records, these volumes consisted of reports and primary documents rather than researched studies, serving as the basis for a series of institutional reforms. A year later, the Army established the General Staff Corps. This institutionalized military history as "the preparation of technical histories of military operations of the United States." In 1918, the war department formed the historical branch under the control of the war plans division. The historical branch wrote the history of the Army's participation in World War I. The war department assigned additional sections to the headquarters of General John J. Pershing and the Service of Supply in France. Unfortunately, the branch's projected comprehensive 65-volume history of Army participation in World War I never occurred because of postwar personnel reductions and Secretary of War Newton D. Baker's apprehension about controversy over economic, political, and diplomatic issues. The Army did not publish the official records of the American Expeditionary Force in World War I until 1948. Similar to earlier publications, these were primary source documents with little analysis.

2-8. World War II revolutionized how the Army collected, studied, and wrote military history. Less than three months into World War II, President Franklin D. Roosevelt directed that 11 executive departments and agencies of the federal government preserve their records and capture their administrative experiences of the war. The Army expanded this mission including its operational experience. In August 1943, the Army reestablished its historical branch, this time in the assistant chief of staff, intelligence (G-2) intelligence general staff section. The Army leadership saw a need for to collect historical documents and a narrative analytical history of Army operations. **A *historical document* includes documents, materials, and data collected by the field historian to supplement the official record.**

2-9. The historical branch's first mission was to produce a series of operational studies recounting Army operations. The Chief of Staff, General George C. Marshall, wanted commands engaged in combat and those preparing for or supporting the war to have these studies. He also wanted individual Soldiers, especially wounded Soldiers, to understand their part in battle. To accomplish this, the historical branch activated and deployed information and historical service teams to the theaters of operation, which represented the forerunners of today's military history detachments (MHD). Notable among these teams was famed and sometimes controversial historian S.L.A. Marshall. Field historians use his oral history and information collection techniques on the battlefield. Higher level commands created history staff sections using Soldiers with history backgrounds or, in some cases, personnel external to the command. This collection of historical information and its narrative writing of the operations became the armed forces in

action series. Between 1943 and 1947, the government published 14 studies in this project that are available from the Center of Military History (CMH).

2-10. A second, much more expanded mission, and one that continued long after the end of the war, centered on researching and writing a comprehensive history of Army strategy, operations, and organization during the war. This became the U.S. Army in World War II series, frequently called the Green Books. To write this series, the Army established a separate historical division in November 1945, redesignating this organization as the Office, Chief of Military History (OCMH) in 1950. The Secretary of the Army directed the OCMH to research and write a narrative history of Army operations in the conflict. The U.S. Army in World War II series ranks among the best scholarly works covering the war and serves as a respected baseline for anyone studying World War II. The authors received open access to all historical documents and had instructions to prepare their works without prejudice. They presented both the successes and failures of the Army in a fair and unbiased method and analyzed why the events occurred as they did. Though most of the books detailing Army operations were published within 15 years of the war's end, the final volume was not produced until nearly 50 years after the war ended.

2-11. The major commitment of the Army into the Korean peninsula in 1950 found Army historians engaged in operational and tactical collection, analysis, and writing. The OCMH researched and wrote a narrative history of Army operations in the conflict with an expanded mission that included the joint command in the Far East. The OCMH retained key historical documents, conducted oral histories throughout the chain of command, and collected operational and organizational information. The OCMH directed command and unit staffs to preserve records and documents necessary to research and write an accurate history of Army operations during the war. Historians were assigned to combat headquarters and historical teams deployed to field commands and units, while newly organized MHDs collected historical material and conducting interviews down to the unit level. As a result of these efforts, the Army produced two narrative-pictorial histories of the war and two small unit action volumes in addition to a five-volume historical account similar to the World War II series. By the end of the Korean conflict, the Army institutionalized military history as a key organizational component.

2-12. For the next three decades, field historians served throughout the Army and documented operations and organizational developments. The OCMH became the Army's institutional focal point for military history. With the large numbers of troops in the Republic of Vietnam in 1965, OCMH created a section that covered and employed techniques for collection, research, and analysis developed since World War II. MHDs deployed to support the divisions and separate brigades in the field, while OCMH retained key historical documents, conducted oral histories throughout the chain of command, and collected operational and organizational information. Command and unit staffs preserved the records and documents necessary to research and write an accurate history of Army operations during the war. As with the two prior wars, a large number of volumes were produced and remain in print.

2-13. The post-Vietnam era brought major organizational and doctrinal changes to the Army and military played an important part. History became an important piece of the Army's professional education and doctrinal development programs. This sparked extensive studies of past campaigns, expanded historical research, and reintroduced the time-tested staff ride. Army historians collected and wrote about Army operations and helped develop the future Army.

2-14. Command and unit historians moved to the forefront of the collection effort. In 1983, Army Rangers and a portion of the 82nd Airborne Division conducted an assault on the small Caribbean nation of Grenada. Planned in great secrecy and carried out in a matter of days, historical support during the operation was limited to unit historical officers (UHO). **A *unit historical officer* is an individual, a military or civilian, who is designated as the unit historian and is responsible for military history activities.** The intervention in Panama in 1989 by elements of the XVIII Airborne Corps and other units was documented by the Corps command and subordinate unit historians. Subsequently, deployed historical collection teams and MHDs performed interviews and collected historical materials.

2-15. During Operations Desert Shield and Desert Storm in 1990-1991, Army historians deployed throughout the joint operations area. Command and unit historians at the Army, corps, and major support headquarters to include the divisions and brigades performed interviews, collected documents, and gathered primary source material. Additionally, deployed field historians and UHOs wrote unit histories. MHDs and

individually deployed historians helped and provided a capability that focused on particular engagements or actions, such as the Battle of 73 Easting in southern Iraq.

2-16. An issue that surfaced during the conflict and became apparent in the following years, centered on the want of systematic retention of official records. Within months of the end of Operation Desert Storm, many veterans experienced unusual medical symptoms. Severe fatigue, skin diseases, breathing difficulties, unexplained weight loss, interrupted sleeping, and severe stress were among the symptoms of a disease some began calling Gulf War Syndrome. The Army investigated this rash of symptoms and established a pattern of those affected and determined what units Soldiers were assigned to and where those units served during the conflict. Unfortunately, with few official records and incomplete historical documentation, it took millions of dollars and thousands of man-hours to reconstruct the locations and operations of U.S. units. Thousands of veterans and active duty Soldiers faced an uphill struggle to prove they participated in combat operations or were potentially exposed to hazards.

2-17. In the decade of the 1990s, as force levels reduced following the end of the Cold War, Army historian positions began to disappear. In many commands, field historian positions were eliminated or combined with other duties. In the absence of command and unit historians, MHDs had unit collection and reporting responsibilities during contingency operations in Haiti, Somalia, and Bosnia. This illustrated a reversal of the trends in the 1970s and 1980s, but it was one forced by budget and personnel cuts. Some commanders began overlooking their historical responsibilities.

2-18. Combat operations in Iraq and Afghanistan beginning in 2001 stretched the Army Historical Program to its limits. The reliance by the Army on digital systems coupled with the demise of the official records keeping and management, resulted in collecting and retaining both official records and historical documents. Lacking a robust organization of command and unit historians, military MHDs and deployed Army historians, both civilian and military, filled the gaps. In many cases, they collected digital data and documents and transported it to the CMH for processing. In addition, they conducted oral history interviews and recorded the Army's events and operations. Unfortunately, too many commanders saw the MHDs and deployed historians as substitutes for their own staff historians who were eliminated from organizational roles in the previous decade. As a result, command and unit historical reporting and documentation suffered, as did the directed collection and focus that characterized military history operations in previous conflicts. As forces withdrew from Iraq and then Afghanistan and force restrictions were imposed, deployed historians and MHDs were not replaced as they returned home. This resulted in some commands having little or no historical support. Despite more than a decade of conflict, command and unit historians have not assumed the primary position they once held and ad hoc arrangements for individual deployments, augmented by military detachments, continue as the norm.

2-19. The Army holds military history essential to its heritage and development. This is reflected in its earliest years with the study of treaties written by others; the development of its institutional history program from the collection of reports and primary documents; to the systematic collection, analysis, and writing of Army history characterized by the post-World War II period. Subject to budget, personnel, and command constraints, the Army field history structure provides a tested, sometimes under resourced, capability prepared to deploy and support Army combat and contingency operations.

STANDARDS OF ARMY HISTORY

2-20. Military history does not produce solutions for problems and does guarantee success on the battlefield. An approach with these goals leads to frustration and biased or inaccurate history. Rather, military history affords an understanding of the dynamics to shape the present and enables Soldiers the perspective of viewing current and future problems with ideas of how similar challenges were confronted in the past. For example, Army force planners may profit from the study of mobilization and force structure in World War I and World War II, in dealing with weapons of mass destruction in the 1950s, and the challenges of restructuring following the end of the Cold War. The Army's response in past counterinsurgency campaigns has insight on the new threats in the 21st century. If history rarely provides concrete answers, it offers insight and understanding. It promotes how to think and not what to think.

2-21. The history of Army operations and activities is not documented or written for public affairs purposes. It is not shaped to reflect particular viewpoints, programmatic goals, or institutional agendas. In

the past, military organizations and commands exaggerated achievements of individuals, units, or systems while downplaying setbacks. Army field historians guard against these instances and ensure that historical documents, reports, and official histories reflect a full accounting of operations or institutional developments as they occur. Anything less is a disservice to the Soldiers and Army civilians whose actions are documented, those who must learn from them, and to the integrity of the Army as a whole.

2-22. History cannot be fabricated. Any fabrication corrupts tradition, professional education, and tradition. The integrity and standing of Army history, gained over nearly a century of recognized excellence, can be permanently damaged. The Army is best served by the careful and unbiased recording and analysis of the past. To prevent any potential damages from occurring, the collection, research, and writing of Army history is based on impartiality, objectivity, and accuracy.

IMPARTIALITY

2-23. Army historians must not bring any bias to their duties towards or against a particular course of action (COA), outcome, individual, or command. While loyalty to fellow Soldiers and units is part of Army discipline and esprit de corps, it cannot taint the collection, analysis, or writing of military history.

OBJECTIVITY

2-24. Historical reporting is based on facts and not conjectures. Narratives and conclusions are derived from careful research and analysis of historical sources, not subjective conjecture.

ACCURACY

2-25. While full documentation of operations rarely is possible, Army history is based on as much accurate information collected before, during, and following actions or events. Historical documents and official records enable historians to reconstruct events accurately. Historical methods of research and analysis ensure sources are vetted and narratives and conclusions are documented.

GUIDING PRINCIPLES FOR FIELD HISTORIANS

2-26. Army historians know the purpose of military history and understand that its relevance is proportional to the level of effort applied to its collection and interpretation. Historians know that Army history records triumphs, challenges, and failures. Army historians do not judge operations and actions; they seek to tell the full story so that others learn from it.

2-27. Field historians are guided by three principles to ensure they are impartial, objective, and accurate. These principles are unbiased collection; thorough research and analysis; and clear writing.

UNBIASED COLLECTION

2-28. History produced by the Army relies on documented events. Unit historical narratives, oral histories, and artifacts capture the details and significance of operations, but they can only do this if the unit keeps documents that reflect those events. These documents form the basis of a detailed historical narrative of events and the eventual official histories. They may consist of plans and orders, reports, tactical and operational maps and overlays, briefing slides or presentations, interviews, photographs, and news media or public affairs releases. Materials are in either digital or paper format. In either case, the historian identifies and catalogs materials for easy reference and retrieval. In some cases, historians include copies of records in collected materials. Collection is subject to the judgment of the field historian who develops a collection plan to provide necessary information to reconstruct events and includes a full collection of materials containing multiple views of the action at all levels in the command. Collection cannot be swayed by commanders or officials who desire the historical record reflect perceived actions or outcomes and it cannot influence how a later researcher interprets actions or operations. As much as possible, historical materials present an unbiased and comprehensive set of primary materials that will help the field historian and later Army historians research and write an accurate, objective, and full accounting of operations, decisions, and actions. More detailed discussion of the types of materials and reports collected is in Chapter 5.

THOROUGH RESEARCH AND ANALYSIS

2-29. Research, as carried out by field historians, is an aggressive search for information of historical importance. The information may be available in documents or graphic materials and it may have to be secured from individuals by means of interviews or personal statements. Field historians couple a firm understanding of Army doctrine, organization, and operations with the research skills expected of a historian. After collecting the necessary documents and materials, they must apply judgment to determine fact from perception, identify gaps in the sources and information, and reconstruct events with as much accuracy as possible. Particularly in combat operations, determining details of actions can be difficult. Orders are rarely executed as planned, memories of participants reflect their experiences and are often influenced by the emotions of combat, enemy actions and movements rarely can be reconstructed, and the proverbial "fog of war" prevails. For these reasons, field historians analyze documents and materials, cross-reference sources to validate facts, perform additional research when necessary, and realize that the complete picture of an operation or action may not be available. Determining what may not be known is as important as stating what is known.

CLEAR WRITING

2-30. Historical writing is clear, concise, organized, and to the point. Some historians fail to communicate well. They confuse rather than clarify, are wordy rather than concise, and hide main ideas rather than getting to the point. Good writers communicate in plain English and choose words with care to convey meaning. They avoid trite or vague phrases; stale figures of speech; jargon; acronyms; and pompous, high-sounding, and self-conscious literary language. Historical narratives are in active voice, use strong nouns and verbs, and include short vignettes to illustrate points or enliven the narrative. However, they should not embellish or glorify events or offer judgments of individuals or actions. The narrative recounts events as each one occurred.

Chapter 3

Organization for Field History Operations

This chapter discusses how the Army organizes for field history operations. It then discusses duties of command and unit historians. This chapter also discusses other Army and Service organizations and how those historians contribute to Army field history operations.

FIELD HISTORY OPERATIONS

3-1. Army field historians operate at all levels of command. Those who collect historical materials and write historical reports range from command history offices consisting of several historians to single individuals serving as additional-duty history officers, military history detachments (MHD), and a host of other small teams and individuals whose primary or secondary duties include Army field history operations.

3-2. At the highest level, the Chief of Military History plans and executes the Army Historical Program for the Secretary of the Army and the Army Chief of Staff. Army commands, Army Service Component Commands, Direct Reporting Units, and corps may include on their organizational tables one or more historians tasked to carry out the command history program. At the division or brigade, the unit historian, either a permanent or a secondary position, oversees field history operations. At the battalion level, the unit historical officer (UHO) compiles the command history. Each level of command down to separate brigades and armored cavalry regiments, as well as ranger regiments and special forces groups, is required to execute a unit historical program consisting, at a minimum, of regular historical reporting and retention of historical files. See AR 870-5 for instructions on reporting.

FIELD HISTORY OPERATIONS ORGANIZATION

3-3. Field history operations are performed in the joint force and service component command framework. While Army command and unit historians, as well as MHDs and other field historians, operate in the Army component command, overall guidance for historical operations in a joint operations area originates with the joint force commander. Nonetheless, per joint doctrine and Department of Defense directives, historical collection and documentation of Army operations is the Army's responsibility. Historical materials and reports are forwarded through the Army component chain of command while guidance for their collection and submission flows through Army channels.

COMBATANT COMMAND HISTORIAN

3-4. **The *combatant command historian* is the senior joint historian with overall staff responsibility for developing historical policy and plans for the combatant command and executing joint historical operations within the combatant command's area of responsibility.** When appropriate, the combatant command historian is the joint operations area historian. This responsibility is normally delegated to the command historian of the joint force engaged in operations. The combatant command historian has overall staff responsibility for the development of historical policy and planning for the combatant command, execution of joint historical operations in the combatant command's geographic or functional area of responsibility, and for developing manning requirements for joint force history offices.

JOINT FORCE HISTORIAN

3-5. A joint force will assign historian and staff in a joint force history office. The responsibilities and operations of the joint force historians are distinct from those of the service component historians. Joint

force historians collect and report joint operations and actions. Those may be service specific. They are not responsible for documenting the operations of the service components in the joint force. However, in all cases, close coordination of joint and service component military history operations is important to prevent duplication and provide the widest historical coverage. The joint force historian serves as a special staff officer on the joint force staff with direct access to the chief of staff. Each service provides trained historians, on a rotational basis, to serve as the joint force historian and fill positions with the joint force history office. In cases where the senior Army commander is also designated as joint force commander, the Army command historian (normally theater army or corps) or an attached Army MHD may assume the concurrent role of joint force historian along with its Army Service component mission.

ARMY SERVICE COMPONENT COMMAND HISTORIAN

3-6. The Army Service component serves as the senior Army echelon in a joint operations area. It is responsible for the administration Soldiers and Army civilians, organizations, units, and installations assigned to the combatant command or joint task force. The component command historian is the senior Army historian in the joint operations area and oversees staff supervision of Army history operations. This includes providing guidance to conduct field history operations and disposition of historical collections, deployment of Army historians and MHDs other than those assigned to units providing historical support to the commander and staff and preparing command historical reports. Additionally, the Army Service Component Command historian supervises Army historians and MHDs and ensures history operations support Army commands and units throughout the joint operations area. The command historian serves as a special staff officer and reports to the chief of staff. The component command history office includes a senior historian, one or more military or civilian Army historians, and support staff. In addition to normal command historian duties, (see paragraph 3-9), Army Service Component Command historians also do the following:

- Exercise staff supervision over all Army field history operations to include subordinate commands, MHDs, and other field historians operations.
- Provide operational planning, establish collection priorities, and coordinate Army history operations.
- Provide policy guidance and establish priorities for the collection, disposition, and retention of historical documents and materials.
- Serve as staff proponent for the deployment of Army field historians.
- Maintain liaison with the joint force historian and other U.S. and multinational force historians and host nation government and military officials.

SUBORDINATE COMMAND HISTORIANS

3-7. Each corps or equivalent level command in an Army Service Component Command deploys with a command history office staffed with one or more Army historians. Command historians are special staff officers and work directly for the commander or the commander's chief of staff. The command historian is a civilian professional historian (GS-170 series) or uniformed officer (skill identifier 5X, field historian). At the division level, an officer with skill identifier 5X (field historian) or a civilian professional historian is the command history officer.

UNIT HISTORICAL OFFICERS

3-8. At brigade level and below, uniformed officers or noncommissioned officers are UHOs (sometimes referred to as unit historians) as either full-time historians or as an additional duty. The UHOs plan and execute field history operations at the tactical level in the unit area of operations and are important to the Army's ability to document combat and contingency operations and actions. The UHOs directly access the chief of staff or deputy commander. While no skill identifier is required, the UHO needs training for duties and an education in history.

COMMAND AND UNIT HISTORIAN DUTIES

3-9. The command or unit historian advises the commander on historical matters relating to the command; documents the command's history; provides historical perspective to the commander and staff during planning and execution of operations; assists with professional development and training of officers and Soldiers; and supports the Army Historical Program through the collection of historical documents and artifacts. Command, unit historians, and historical officers, at whatever level in the chain of command, do the following:

- Establish and conduct the command or unit historical program.
- Collect and maintain documents, maps, photographs, video and audio recordings, artifacts, and other material necessary for the command or unit historical file.
- Conduct immediate after action interviews and historical collection on topics or operations as required.
- Collect and forward information for projects that higher headquarters historical offices complete as directed.
- Prepare historical reports, including the annual command history and the command report, for commander approval.
- Prepare short studies for the command to provide insight on special tactics, techniques, and improvisations used during current or past operations.
- Prepare and assemble historical material to aid with operational planning and training.
- Establish a research collection to provide historical information for current or planned operations.
- Conduct planning for field history operations.
- Exercise staff supervision over subordinate unit historians and history officers and assigned or attached MHDs or other Army or joint elements that perform history operations in the area of operations.
- Maintain liaison with historians from higher headquarters, adjacent units, and subordinate headquarters and with joint force historians, other service historians, and multinational forces historians.

3-10. The command and unit historian is an active member of the commander's staff and is a part of all planning and operational decisionmaking. The historian provides historical information, insights, and perspective to help with decisionmaking, operational planning, and combat readiness. In addition, the historian draws on military history to support training and leader development, promote morale and esprit de corps, and foster historical-mindedness in the command. To most effectively support the commander and staff and carry out responsibilities, the historian reviews the operational situation, attends commander and staff meetings and briefings, and participates in planning and operations.

3-11. The command and unit historian plans and coordinates all historical activities in the command and provides staff supervision and assistance to subordinate units. A comprehensive plan for historical operations is prepared and disseminated throughout the chain of command as an appendix to operation plans and orders. See chapter 6 for a detailed discussion of historical operations planning.

3-12. The command or unit historian prepares and submits required historical reports (see chapter 5). This is the command or unit historian's most important responsibility. Command histories occur on an annual basis during combat and contingency operations. The command or unit historian prepares and submits command historical reports after operational deployments or when directed by higher headquarters. These are well-documented, comprehensive narrative historical chronologies of command activities coupled with supporting documents that become part of the Army historical record. The commander reviews and approves these chronologies. The annual command history consists of an integrated narrative and analytical account of the historically significant developments and events that took place in the command during the previous year. The command report provides a timely, thorough, and accurate record of significant combat and contingency operations. The report consists of historical information in narrative form, a brief analysis of issues encountered by the command, and additional insight into operations and actions along with supporting documentation.

OTHER ARMY FIELD HISTORY ORGANIZATIONS

3-13. During combat and contingency operations, the Army deploys specialists and teams tasked with documenting the history of Army operations and actions either as a primary or secondary mission. These specialists operate throughout the Army and may be assigned down to the brigade level for operations.

MILITARY HISTORY DETACHMENTS

3-14. MHDs carry out directed collection of historical material during combat and contingency operations for later use in writing the official history. They are trained and equipped to gather historical documents and materials, conduct oral interviews, photograph actions and events, and advise supported units on planning and conducting historical operations. The MHD collects historical documents and materials and conducts oral history interviews throughout the Army. See chapter 4 for detailed information on the organization and employment of MHDs.

ARMY ARTISTS

3-15. The Center of Military History (CMH) sponsors the Army artist program, which establishes criteria and standards for combat artwork. The CMH selects Soldier artists to participate in the program. It provides logistical and transportation support for deploying Army artists, monitors their activities, and assumes custody of the finished artwork. Artists are selected by CMH from Soldier applicants to carry out this special assignment. Once deployed to a joint operations area, Army artists temporarily attach to commands or units under the staff supervision of command historian or UHO to carry out art projects. Army artists are assigned to MHDs to simplify planning and execution.

INDIVIDUAL HISTORIANS

3-16. Individual historians or teams may be deployed for short periods (normally for periods of no more than a few weeks) to collect historical materials or provide historical reports on topics or operations. The CMH determines the historians' missions to meet Army leadership requirements. The CMH coordinates closely with the Army Service Component Command historian to ensure these historians are fully supported during their mission. Once deployed, the historians come under the control of the Army Service Component Command for accountability and administrative and logistic support. However, they should have maximum flexibility to perform operations throughout the force.

HISTORICAL ARTIFACT RECOVERY TEAMS

3-17. In cases where particular artifacts, especially those not normally collected or transported by units (such as heavy equipment, vehicles, and large weapons systems), military, civilians, or contractors may be deployed under the overall supervision of the CMH. They collect, identify, register, and return to the United States with significant historical artifacts relating to the Army, multinational forces, and enemy forces. These recovery teams fall under the staff supervision of the Army Service Component Command historian once in the joint operations area, who may attach or assign the teams to subordinate commands or units as required for recovery operations. Historical artifact recovery teams require extensive logistic and administrative support from the assigned organizations.

LESSONS LEARNED TEAMS

3-18. The Center for Army Lessons Learned deploys teams during combat and contingency operations that collect information and perform tactical, technical, and doctrinal analysis with the goal of improving how the Army performs operations. These teams are not historians, but do collect substantial amounts of information of historical significance and require access to historical materials collected by Army field historians. In some cases, lessons learned teams operate in the same areas or with the same units as an MHD or other Army historians. For that reason, operations are coordinated and avoid duplicating effort and burdening the field historians' assigned units.

PUBLIC AFFAIRS DETACHMENTS

3-19. While field historians do not perform public affairs activities and are not confused with public affairs specialists, their operations often overlap and are mutually supporting. Public affairs detachments provide immediate reporting of operations and actions, interview participants, and collect background materials for their reports. All are useful historical materials. Similarly, historical materials may be used for public affairs. Field historians coordinate with public affairs offices and detachments to determine mutually beneficial efforts.

COMBAT CAMERA TEAMS

3-20. The combat camera team provides tactical visual information of combat and contingency missions to support the Department of the Army, the Joint Chiefs of Staff, the Office of the Secretary of Defense, and Army and combatant commands. The team provides directed imagery, both video and still, to support the decisionmaking from the strategic level through the combatant commanders down to the tactical level. A secondary mission is documenting operations and events for historical preservation with imagery. Combat camera teams are deployed and supported by the Network Enterprise Technology Command/9th Signal Command (commonly referred to as the Army Signal Command). Combat camera teams attach to tactical units for short periods of time to provide coverage of events or actions.

OTHER SERVICE HISTORIANS

3-21. The other armed services in the Department of Defense deploy history detachments or teams to meet their service historical requirements. Like Army field historians, these historians support the service component command and its subordinate commands and units. Frequently, they operate in an Army area of operations or are assigned to an Army command or unit to perform historical operations. For example, during combat operations in Afghanistan in 2010-2011, Navy MHDs operated to support the Army commands due to a shortage of deployable Army detachments.

AIR FORCE

3-22. Air Force civilian field historians are assigned to commands and units much as in the Army. Air Force historians prepare periodic historical reports (annual while at home station and monthly while deployed to support contingencies operations of all types) which are forwarded to the Air Force historical research agency for long-term retention. Historians respond to requests for information at all levels and in all environments. They prepare reports and studies that analyze a wide range of historical and contemporary operational issues.

MARINE CORPS

3-23. In addition to command and unit historians (assigned as additional duties to members of a staff) who provide periodic historical reports, the Marine Corps history division deploys individual field historians and teams of historians, artists, and photographers. When deployed, these historians are assigned to Marine units, usually at the Marine Air-Ground Task Force level. Employment of Marine Corps historians is for short periods of time (weeks or a few months) to perform historical collection and research on designated topics of interest to the Marine Corps history division. For that reason, Marine Corps historians operate to support the other forces or in other areas of operation, the exception being when other service or multinational forces are assigned to a Marine Air-Ground Task Force for operations.

NAVY

3-24. The Navy history and heritage command deploys history teams, task-organized from members of the Naval reserve Navy combat documentation detachment. These teams focus on collecting historical materials, including oral history documents, interviews, photographs, and artifacts. Teams are assigned directly to a senior naval or commander at the task force or fleet level. However, Navy historical teams are prepared to deploy to support the other services, although additional training is required for them to do so.

During operations in Iraq and Afghanistan, Navy teams operated in place of Army MHDs to support Army commands. Teams vary in size from one to several members.

Chapter 4

Military History Detachments

This chapter discusses military history detachments (MHD) development and details MHD organization and how MHDs are employed. It then discusses operations planning, historical collections disposition and reporting, and MHD support requirements and mission.

MILITARY HISTORY DETACHMENT DEVELOPMENT

4-1. MHDs are small teams of officers and enlisted Soldiers that carry out directed collection of historical material during combat and contingency operations to use when writing the official history. They are trained and equipped to gather historical documents and materials, conduct oral interviews, photograph actions and events, and advise supported units on planning and conducting historical operations. The MHD collects historical documents and materials and performs oral history interviews throughout the Army. MHDs are not substitutes for command or unit historians.

4-2. MHDs first operated during World War II. In late 1943, Lt. Col. S.L.A. Marshall, considered by some a pioneer in conducting oral histories and documenting events, went to the Pacific theater with an ad hoc history detachment to cover the operations of the 7th Infantry Division. By interviewing groups of battle participants immediately after an engagement, Marshall reconstructed events. He freely observed operations, gathered information, and performed interviews of commanders and Soldiers and brought insights not available through official reports. His on-the-scene collection of historical materials produced historical information of immediate use to planners and commanders and provided valuable source materials to the historical branch of the general staff.

4-3. The Army institutionalized these ad hoc teams in April 1944 with the creation of information and historical service units, which are the direct forerunner of today's MHDs. The first teams trained by the historical branch were assigned to the headquarters of the North African theater of operations where they initially prepared pamphlets about earlier battles. Teams formed at various levels of command. Located in the European, Alaskan, Central, South, and Southwest Pacific theaters, they covered all the activities of the Army. These units included an officer who served as the senior historian and Army-level command historian, a monograph unit (tasked with writing short operational histories of recently concluded battles or campaigns), and several contact teams of up to four historians. Each team documented specific operations and actions. A total of nine information and historical service units were formed during the war, supplemented by thirty-six additional separate historical teams. In total, the Army assigned nearly 300 officers and enlisted Soldiers to perform military history operations during World War II.

4-4. Without a clearly defined doctrine and the mixing of public affairs with historical functions, the units created their own operational concepts. Few teams existed to ensure every action received coverage. The lack of a flexible history organization or command structure prevented the redirection of teams once committed. Personnel turnover, administrative and transportation complications, and lack of institutional understanding by commanders interfered with the historical teams' ability to carry out their mission.

4-5. After World War II, the Army corrected these problems. First, military history separated from public affairs. Additionally, the historical teams' mission placed primary emphasis on collecting documents, performing interviews, and preparing immediate post-action reports rather than producing finished monographs. Designated as MHDs, they assumed the mission and structure they retain today.

4-6. During the Korean and Vietnam Wars, numerous MHDs deployed to the combat zones. The structure of the detachments fluctuated based on situations and Army organizational changes. Some commanders were unfamiliar with the role of the MHDs. There was also a scarcity of trained Army historians. This led to some confusion with employment of MHDs. Unit commanders viewed MHDs as additional staff officers

or replacements, while some corps and theater level command historians overly centralized history operations. This hindered the MHD's ability to operate freely. The concepts of deploying organized, trained, and equipped history teams to collect materials, perform interviews, and capture the details of actions and operations continued.

4-7. Since the end of the Vietnam War, MHDs have deployed to support the combat and contingency operations. During Operations Desert Shield and Storm, seven MHDs deployed to the joint operations area. During operations in Iraq and Afghanistan beginning in 2002, more than 60 MHDs rotated into the respective combat zones during each conflict. Generally, only one MHD operated with a division level command which had two to eight combat brigades assigned or attached. Unfortunately, during Operations Iraqi Freedom and Enduring Freedom, the success of MHDs in carrying out their missions had unintended, and not always positive consequences. Commanders, confusing MHD responsibilities with those of command or unit historians, relied on the MHDs to perform many of the historical responsibilities of the command. This restricted MHDs from their primary mission of directed collection. Command and unit historical programs, especially historical reports, suffered. As MHDs collected large amounts of data from unit electronic files, much of it was unstructured. Although historical material was collected, its quality and usefulness remains problematic. Nevertheless, the material collected remains the most extensive operational record of the Army in these wars.

MILITARY HISTORY DETACHMENT ORGANIZATION

4-8. MHDs are attached or assigned to Army commands and units during combat and contingency operations to collect historical materials and information and document selected actions and operations. MHDs provide a flexible and trained capability for directed history operations and ensure the Army collects and retains the necessary historical materials to research and write official history. In general, MHDs are capable of carrying out the following tasks:

- Collecting historical documents and materials related to operations or actions.
- Photographing personnel, locations, terrain, and activities of Army units.
- Conducting and recording oral history interviews.
- Developing military history support and collection plans.
- Writing historical summaries and developing annotated chronologies of selected actions and operations.
- Coordinating the activities of MHDs with supported and adjacent commands and units.
- Advising on the collection and retention of artifacts.
- Advising commanders and their staffs on the employment of MHDs and military history operations as a whole, including the assistance of command and unit historians to develop plans and orders.

4-9. The MHD is not a substitute for the command or unit historian, who is responsible for the command history program in all its aspects. The MHD does not prepare command historical reports, develop command or unit histories or publications, or manage command historical files and records. While MHDs provide expertise, advice, and assistance to command historians, they conduct historical collection and reporting on selected operations and actions. This activity supplements command historical programs.

4-10. MHDs are organized into one of three types of organizations: MHD Team A, MHD Team B, or MHD Team C. Each is organized and trained for a mission and set of tasks. In combat and contingency operations, the basis for allocation is one MHD Team B assigned or attached to each theater army, corps, division, separate combined arms brigade, armored cavalry regiment, and logistical or support command.

MILITARY HISTORY DETACHMENT TEAM A

4-11. MHD Team A supervises MHD operations across a theater army or corps, conducts historical collection at the operational level, and assumes the responsibilities of the joint force historian in cases where the senior Army commander is the joint force commander. The team plans and oversees all MHD operations in an area of operations; determines MHD collection priorities; and ensures that MHDs operate in subordinate commands are properly employed and supported. MHD Team A is assigned to each corps-

level command and to the senior Army command. The team leader reports directly to the chief of staff. As shown in figure 4-1, MHD Team A consists of a team commander and deputy team commander and does the following:

- Provides staff supervision and direction of all MHDs in the area of operations.
- Develops courses of action and performs operational planning for employment of MHDs operating in the area of operations.
- Coordinates MHD operations with other Service and multinational force historians.
- When required, assumes the duties of joint force historian with staff supervision over all history operations in the force.
- Collects historical materials, conducts oral history interviews, and provides historical reports on operations from the operational-level perspective.

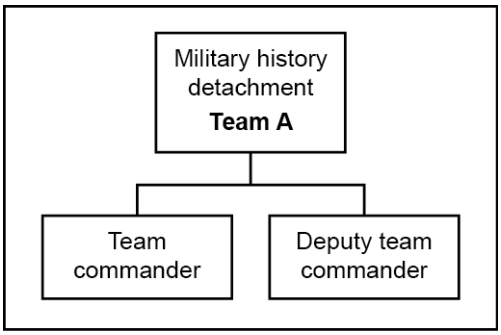


Figure 4-1. Structure of MHD Team A

MILITARY HISTORY DETACHMENT TEAM B

4-12. MHD Team B collects historical materials and conducts oral history interviews of tactical operations at the corps, division, and brigade levels. MHD Team B conducts field collection and reporting and is not employed as command or unit historians. Proper employment of a MHD Team B centers on directed collection and documentation of operations or actions. MHD Team B is the main effort of MHD historical collection operations. As shown in figure 4-2 on page 4-4, MHD Team B includes a team commander, noncommissioned officer in charge, and public affairs specialist and does the following:

- Collects historical materials, conducts oral history interviews, photographs actions and activities, and provides historical reporting on operations and actions of Army corps, divisions, and brigades and their subordinate units.
- Prepares short historical studies of selected operations, battles, activities, or problems. (Note: a commander tasks MHD Team B to prepare short monographs on selected topics, so the command or unit historian prepares the unit's operational history or command report and not the MHD.)
- Advises the supported commander and staff on employment of the MHD and historical matters in general.

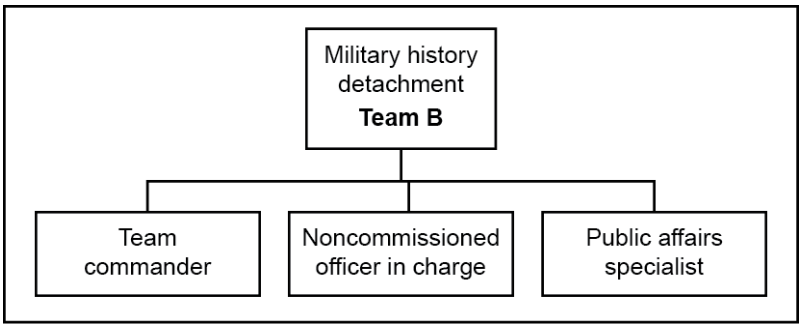


Figure 4-2. Structure of MHD Team B

MILITARY HISTORY DETACHMENT TEAM C

4-13. MHD Team C augments and reinforces MHD Team A and MHD Team B, with primary focus on field collection and reporting actions or operations. MHD Team C provides additional historical capabilities to ensure full coverage of Army units or actions. MHD Team C does not operate as an independent unit and does not advise or help commanders and their staffs. As shown in figure 4-3, MHD Team C consists of a noncommissioned officer in charge and a public affairs specialist. The team does the following:

- Collects historical materials, conducts oral history interviews, photographs actions and activities, and provides historical reports on operations and actions of units at the company to brigade level.
- Reinforces or supports a MHD Team A or MHD Team B.

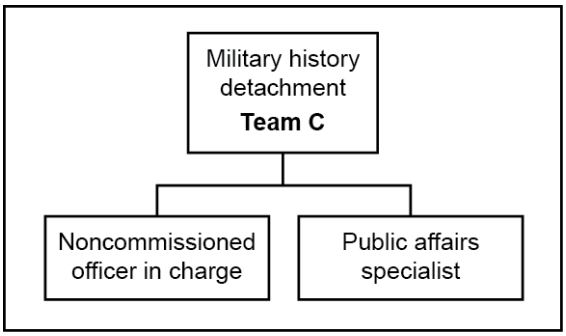


Figure 4-3. Structure of MHD Team C

MILITARY HISTORY DETACHMENT EMPLOYMENT

4-14. MHDs deploy and are assigned to all levels of command in a joint operations area to include the senior Army command or Army component command to the brigade combat team (BCT) level. This ensures commanders at all levels have the necessary expertise, historical support, and capabilities to collect historical materials. Optimally, MHD Team A supports each theater army and corps headquarters; MHD Team B supports each corps, division, and BCT; and MHD Team C reinforces those MHDs as needed to ensure full coverage of actions and operations as shown in figure 4-4 on page 4-5.

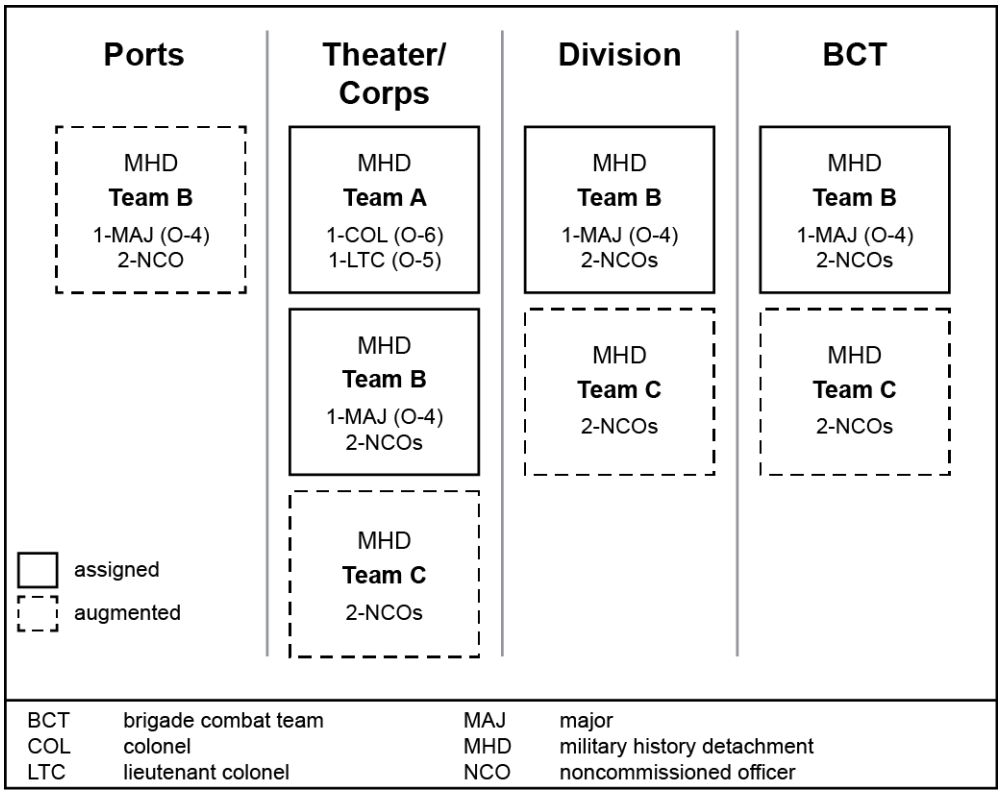


Figure 4-4. Notional deployment of MHDs

4-15. MHDs, at every level of the command chain work closely with command or unit historians to document Army operations and actions. Whereas the command or unit historian is primarily concerned with the chronology of events and retaining the necessary documents that ensure the command or unit history is recorded, MHDs focus on particular operations or actions, providing a more directed historical documentation of events. The primary consideration for employment of MHDs is the collection and reporting of historical information related to particular operations and actions of units in the field. The MHDs complement but do not replace command and unit historians. MHDs and command and unit historians ensure Army operations are fully documented, from command and unit histories and reports to the details of operations and actions captured by MHDs.

4-16. When employing MHDs, commanders and planners consider maximum coverage of operations, centralized planning and direction, coordinated execution, and flexible operations.

MAXIMUM COVERAGE OF OPERATIONS

4-17. MHDs are assigned to commands and units throughout an Army force to ensure that Army operations and actions are documented. That may require higher headquarters to periodically reassign MHDs in the Army to ensure operations and actions are fully covered. For example, a unit assigned as the main effort of a planned operation includes an MHD in its task organization. Alternately, operations or actions that have special interest or importance require reassignment of MHDs to collect historical information across the force. The requirement to ensure that key Army operations and actions are supported by one or more MHD teams guides how and where MHDs are positioned in the force.

CENTRALIZED PLANNING AND DIRECTION

4-18. Because of the scarcity of MHDs in a joint operations area and the need to ensure that key operations and actions are covered by them, planning for the employment and assignment of MHDs requires

centralized planning and direction. Planning begins at the highest level in the Army and delineates MHD missions and tasks, task organization and assignment to subordinate units, command relationships, collection priorities, and phasing of historical operations. The MHD Team A assigned at theater army or corps-level develops plans and recommendations for the Army force commander on employing MHDs in the area of operations, including recommendations for reassignment of MHDs between subordinate commands. MHD Team B commanders develop plans, request additional MHD support, and recommend MHD employment to support planned subordinate unit actions for the assigned units.

COORDINATED EXECUTION

4-19. Across the force and throughout the chain of command, the MHD operations and collection priorities are integrated so that the historical record of operations and actions are presented as part of a larger historical picture. For example, during offensive operations, the first MHD assigned to a corps or division collects information and conducts interviews documenting the key factors, phases, and decision points of the command as a whole. The second MHD collects information on the unit tasked with leading the main attack. The third MHD focuses on the challenges of logistic sustainment for that attack. Together, the three MHDs gather historical information of about a particular operation.

FLEXIBLE OPERATIONS

4-20. Once given a task and assigned or attached to a command or unit, the MHD remains flexible to move about the area of operations and collect information to accomplish its mission. MHDs accompany units in the field and shift to other units as the situation changes. Commanders and Soldiers are available for interviews and do not restrict information (within the limits of operations security) or restrict access to locations.

MISSION COMMAND EXECUTION

4-21. While the three types of MHD teams possess different capabilities and plan and perform operations in close coordination, they are not sub elements of a larger MHD unit or organization for command purposes. MHDs are assigned or attached to Army commands and units on a mission basis. This means their assignment to a particular command or unit lasts for the duration of a selected operation or action. This duration may last a few days or several months. Due to limited logistic and administrative capabilities, commands and units the MHDs are assigned or attached to assume the responsibilities inherent in such a command relationship. They exercise command authority over the MHDs during that period. Commanders are cautioned, however, that MHDs have specified missions and are employed according to their capabilities and the nature of their mission. Attempts to task MHD personnel for duties they are not trained for or restrict their ability to accomplish their mission should be avoided.

4-22. MHDs operate best with established lasting command relationships and mutual trust and understanding with the assigned command or unit. This happens by assigning MHDs to commands or units on a sustained or recurring basis whenever possible. In instances where there is an insufficient number of MHDs deployed across the Army, they are consolidated and placed under the command of a higher headquarters and attached to subordinate commands or units on a short-term basis. In such cases, MHDs remain under staff direction of the higher headquarters' command historian but report to the supported commander for tasking and operations.

4-23. The MHD commander determines how the team may carry out its mission. The commander plans the number, type, and location of collection tasks and publishes the collection plan as an annex to a command or unit operations plan or order. This plan is subject to the approval of the MHD's assigned or attached unit's commander. In special cases, the unit commander may alter the plan and direct a task takes priority. In the cases where the guidance contradicts the overall historical operations plan or does not allow the MHD to accomplish its primary mission, the MHD commander brings that to the commander's attention for resolution.

MILITARY HISTORY DETACHMENT OPERATIONS PLANNING

4-24. See chapter 6 for a detailed discussion of Army planning as related to field history operations planning. The preliminary survey and the planning considerations guide the planning and execution of MHD operations.

PRELIMINARY SURVEY

4-25. Before assigned to a unit or entering an area of operations, the MHD performs a preliminary survey. This allows the MHD to learn past, ongoing, and planned operations; identify key personnel; establish initial liaison with units; and determine logistic and support requirements. The survey begins with direct contact between the MHD commander and the command or unit historian. Additionally, MHD members perform research and collect information on the area of operations and the Army commands and units operating in it to develop the necessary understanding essential for performing field history operations.

PLANNING CONSIDERATIONS

4-26. Planning for MHD operations differs little from that of all Army operations. The MHD commanders develop situational understanding of the operation or action where the MHD operates. They visualize the MHD end state. This forms the MHD commander's mission. To meet the end state, the MHD commander defines collection goals and operational approach. The MHD commander develops a clear statement of intent. This is a clear and concise expression of the MHD operation and the outcome the commander anticipates. The MHD commander communicates this to the MHD and the command he or she supports. The MHD commander should consider the following critical factors when developing the historical operations plan:

- The mission and commander's intent of the command or unit where the MHD is assigned. This includes the operational situation, the threat, and the course of action (COA) of the command or unit.
- The mission of the MHD and the MHD commander's intent.
- The type of historical collection plan carried out and its key elements.
- The historical documents and materials collected.
- Assignment of tasks to MHD personnel.
- MHD team member positioning at critical places and times to ensure coverage of the operation or action.
- Attainment of special equipment, support (including security), and other requirements that exceed MHD capabilities.
- Command and support relationships with the command or unit the MHD or any of its personnel accompanies during the operation.
- Historical reporting requirements and disposition of collected historical documents, artifacts, and other materials.
- Integration of the historical operations plan with the command or unit operations plan or order.

HISTORICAL COLLECTIONS DISPOSITION AND REPORTING

4-27. The MHD collects historical documents and materials and conducts oral history interviews (see chapter 5 for a detailed discussion of historical collections). Historical documents, materials, oral history recordings, and transcripts collected by MHDs are forwarded to the Center of Military History (CMH) for processing and archiving. They should be forwarded on a periodic basis or upon completion of a deployment, whichever proves most practicable. If a commander of the command or unit requests a copy of MHD document collections, it should be provided.

4-28. The types of historical documents and materials collected by field historians, including MHDs, are described in chapter 5. At a minimum, MHDs collect and forward the following materials pertaining to particular units, operations, or actions. These should be submitted together and be cross-referenced for later researchers and historians.

- Historical chronology.
- Historian notes.
- Key historical documents (hard copy and/or digital).
- Oral interviews.
- Photographic and video imagery.

4-29. In addition to collecting historical materials, MHDs prepare and submit the operations data report (ODR). **The *operations data report* is an annotated chronology of the unit's operations that will be fully supported by an indexed set of key historical documents.** It includes the chronology of the operation or action, a short discussion of any issues or events of importance (including noteworthy individual or unit actions), and an indexed set of supporting historical documents. MHDs submit the report to the CMH. They also provide a copy of the report to the command of the unit they support for the unit's own organizational history files. See chapter 5 for additional details on the preparation and submission of the ODR.

4-30. The command or unit historian prepares the command report often with the assistance of a supporting MHD. However, the MHD should not prepare this report. The command report provides a timely, thorough, and accurate record of significant combat and contingency operations. The report consists of historical information, brief analysis, and insights into operations. The original of the command report is submitted via the chain of command to the Army Service component commander and a copy is sent to the CMH. See chapter 5 for additional details on the preparation and submission of the command report.

MILITARY HISTORY DETACHMENT SUPPORT REQUIREMENTS

4-31. +By tables of organization and equipment (TOE), MHDs are equipped with individual equipment and personal weapons to operate and survive on the modern battlefield. However, the MHDs rely on logistics and limited administrative support from the units to which they are assigned or attached. These requirements include providing necessary supplies, medical support, equipment maintenance, billeting and feeding, communications, transportation, and routine administration.

4-32. Mission specific equipment is authorized to all MHDs, including common table of allowance computers, additional digital storage devices, document scanners, digital voice recorders, external hard drives, and handheld cameras. However, they are reliant on units to which assigned for supply, maintenance, and information technology (IT) support.

4-33. The most important support requirement centers on security. While MHDs are comprised of trained Soldiers, their small size and limited capabilities preclude an ability to move independently about the battlefield. Depending on the security situation, MHDs are embedded in units or accompanied by security detachments when performing history operations.

MILITARY HISTORY DETACHMENT MISSION

4-34. Commanders and their staffs may not always fully understand why or how MHDs operate. Preferably, MHDs have trained and participated with the units where they operate. However, this may not always be possible. All members of an MHD explain their mission, their concept for employment, and the importance of military history collection and reporting. MHDs should be prepared, upon assignment to a unit, to brief the commander and staff on MHD capabilities and requirements and the areas where the MHD helps the unit's historical officer.

4-35. The most important aspect of MHD operations requires careful explanation and coordination concerning the mission of directed collection. This mission requires MHDs focus on particular aspects of command or unit activities which differs from the chronological recording of operations or actions. Chronological recording or operations or actions is the responsibility of the command or unit historian. By dovetailing MHD operations with those of command and unit historians, a more complete historical accounting is possible; one that offers the breadth of a command history coupled with the depth of collection afforded by an MHD. Both are essential, but separate elements to the Army Historical Program.

Chapter 5
Historical Collections and Reports

This chapter discusses the sources and types of historical materials collected by field historians with emphasis on documents, oral interviews, and artifacts. It also discusses historical reports, publications, and records management.

HISTORICAL COLLECTIONS AND REPORTING

5-1. The Army field historian's most critical task is collecting and retaining historical materials and the concurrent historical reporting of Army operations and actions. The accomplishment of these tasks ensures that Army history is documented, researched, and written and presented to the Army and the nation. Failure to do so endangers Army history to subjective interpretation. Historical collection and reporting is objective and accurate, documenting events and actions as they occur. It cannot be influenced by commanders seeking the historical record reflects a certain viewpoint or perceived outcome. Also, it cannot influence how later researchers interpret actions or operations. As much as possible, historical materials and reports present an unbiased and comprehensive set of primary materials that help both the field historian and later Army historians researching and writing an accurate, objective, and full accounting of operations, decisions, and actions. Anything less does a disservice to the Army and the nation.

5-2. Researching and writing Army official history depends on collection and retention of two critical sets of materials: Army official records and historical documents and materials. Official records consist of books, papers, maps, photographs, machine readable materials, and other documentary materials regardless of physical form or characteristics, produced by a command or unit carrying out their missions. During combat and contingency operations, these include operation plans and orders (including associated graphics); operational, intelligence, and readiness reports; official correspondence and communications; and official briefings or presentations. Historical materials are not official records but are copies of documents and materials collected by the field historian that recount the planning and execution of operations or actions. This augments and clarifies information contained in official records. The two together enable historians to reconstruct events with accuracy. Official records are maintained through the Army Records Information Management System (ARIMS) and are the responsibility of the command or unit records manager. Army historians are not records managers. See AR 25-400-2 for more information.

HISTORICAL DOCUMENTATION

5-3. The field historian collects and retains key historical documents. These historical documents are important to reconstruct operations and actions by Army historians and document the actions of Army units during combat and contingency operations. Field historians are selective when determining which documents and materials meet this purpose. The attempt to retain all documents produced by a command or unit is overwhelming and duplicates Army records management. Historical documents and materials are not official records. These documents are copies of official documents and unofficial materials and materials that supplement the official record. These copies are most effective when linked to historical reports that provide context and understanding of actions or operations. Ideally, historical collections are documents and materials collected by field historians and serve as supporting documentation for their historical reports.

HISTORICAL DOCUMENTS

5-4. While each operational situation differs, field historians determine the types of historical documents to be collected and retained based on their experience and training. The following provides a list of those documents that have proven most valuable to the Army Historical Program.

- Command and staff journals.
- Operational plans and orders and fragmentary orders.
- Command briefings.
- Operational maps and overlays.
- Situation and intelligence reports.
- Readiness and unit status reports.
- Friendly data, including listings of attached or supporting units and task organizations.
- Enemy data and threat characteristics.
- After action reports.
- E-mail files of principle participants.
- Rosters of key personnel, especially commanders and staff (subject to privacy act restrictions) and personnel strength reports.
- Imagery used for planning and execution of operations.
- Individual and unit award recommendations and citations.
- Unofficial documents, such as public affairs releases, memoranda for the record, summaries of meetings, e-mail, or other communications (with the approval of those individuals involved), photographs and video recordings, and transcripts of interviews or discussions.
- Handwritten notes by commanders or key staff, including those on briefings, plans and orders.

5-5. Most operational documents collected during combat and contingency operations are classified. Until these documents are declassified, care must be taken to ensure that these documents are handled, stored, and transferred per guidelines outlined in AR 380-5.

DIGITAL DOCUMENTS

5-6. The Army relies on information technology and digital systems for planning, transmission of plans and orders, reporting, and official and unofficial communications. In recent conflicts, most documentation of operations occurred digitally. Unfortunately, commanders and their staff overwrite documents as new information becomes available or delete files to conserve system storage space. Because of these trends, historical documents are available, numerous, and perishable. For that reason, field historians must have command authorization to access and copy documents in digital information systems. Coordination with the knowledge management officer or information technology officer is necessary. In addition, commanders and their staff know of the historical significance of selected documents and retain them in their digital files until they can be accessed, copied, and retained by field historians.

CAPTURED DOCUMENTS

5-7. During operations, friendly units capture enemy documents. While priority for the retention and use of these documents remains within military intelligence channels, field historians know about these documents and record their disposition so they can locate and retrieve these documents. If possible, they should make copies of the most significant documents.

PHOTOGRAPHS AND VIDEO IMAGERY

5-8. Both official and unofficial photographs and video imagery enhances historical document collections and is included in historical document collections. Combat camera teams and public affairs photographers take official photographs and video imagery and provide copies to command and unit historians or military history detachments (MHD). Additionally, many Soldiers carry digital cameras, video recorders, or mobile phones with cameras and video capabilities. The field historian searches for unofficial photographs and videos of potential historical value. This search includes accessing social media sites, personal blogs, and photo-sharing sites. Optimal photographs and video imagery are those of commanders and key staff members, terrain, facilities, specially modified equipment, and locations of significant combat actions. Complete captioning is included for all photographs and includes who, what, where, when and why.

HISTORIAN'S NOTES

5-9. The field historian's observations, compiled as written notes, are important primary historical source documents. These observations include minutes of meetings and command briefings, observations of operations or planning, decisional deliberations and considerations leading to key decisions, and staff discussions. Field historians attend the necessary planning sessions and meetings to document staff deliberations and decisions. Field historians must accurately record discussions and deliberations and avoid inserting personal impressions or subjective information. Historian's notes should only be used to prepare historical reports and may be included in whole or part as supporting documents if identified as such.

HISTORICAL ANNOTATED CHRONOLOGY

5-10. The historical chronology is a working document compiled by field historians. It is a short summary recorded on a daily basis that lists key events or actions of a unit or operation. This provides information on events or actions. The chronology references other documents or materials so that it serves as a baseline document that pulls together other elements of the historical collection into a whole for later researchers and historians. The chronology is used as a source document to prepare command reports and operations data reports (ODR) (see paragraphs 5-25 and 5-26).

ORGANIZATIONAL HISTORY FILES

5-11. All units down to separate company, troop, or battery accumulate and retain significant historical materials. Units establish an organizational history file for items such as unit histories, photographs, copies of lineage and honors certificates, correspondence about unit lineage and honors, and other material relating to the unit's history and traditions. The file is never retired. During periods of inactivation or when a unit is unable to maintain it, the file is in a records storage facility and returned when the unit can maintain it. Organizational history files include, at a minimum, the following:

- Statements of primary and secondary missions.
- Command or unit chronologies that contain summaries of unit operations, activities, and significant events.
- Command and annual history reports and any other reports or publications produced by the command or unit.
- Data on organizational flags, coats of arms, and insignia.
- Certificates and citations for unit decorations.
- Public affairs articles and releases pertaining to the command or unit.
- Photographs, certificates, event programs, and other information. Electronic media (video or audio tapes, compact discs, and so forth) are also identified.
- A listing of the full names of commanders and dates of command assumption and relief and also a listing of key staff members and their periods of service in the command or unit.
- Copies of letters and orders relating to activation, inactivation, redesignation, reorganizations, and other changes in status.
- Copies of lineage and honors certificates.

COMMAND AND UNIT JOURNALS

5-12. A command or unit journal is an official, chronological record of events recorded in digital form by one or more staff sections in the headquarters. Journals represent the most important historical documents maintained by a command or unit. Because of their historical importance, field historians include copies of journals in their document collections. The amount of detail recorded in the journal varies according to the extent of command emphasis, the experience of available personnel, and the type of operations. Most also contain supporting documents, such as situation or operations reports, plans and orders, memos, or briefing slides. Journals are considered official records and subject to records management procedures.

HISTORICAL RESEARCH COLLECTIONS

5-13. Army Service Component Command and subordinate commands at the corps-level establish and maintain command historical research collections. The collections provide the basis for original research and preparation of the command's narrative history. Additionally, the collections provide historical perspective to decisionmaking, support leadership development programs, facilitate transitions in command, and support ongoing operations. Command historians coordinate with staff division chiefs, action and project officers, and other key personnel to ensure documents, oral interviews, visual images, and other source materials pertaining to historically significant operations and events are retained in the historical research collection.

DOCUMENTATION OF CAMPAIGN CREDIT AND UNIT AWARDS

5-14. All authorizations for command lineage and honors, including credit for campaign participation and unit awards, must be supported by historical documentation. The senior Army headquarters, normally the Army Service Component Command provides the Center of Military History (CMH) a listing of all units that participated in an operation or campaign along with the dates of participation. Nonetheless, subordinate command and unit historians collect and maintain documents supporting later claims for campaign credit or enhance any submission for unit awards. Additional information can be found on the U.S. Army CMH web site.

ORAL INTERVIEWS AND HISTORIES

5-15. Oral interviews and histories are important to document Army operations. In addition to providing important information for official historians, each one provides personal insights into the experiences of commanders and Soldiers. Oral interviews and histories preserve the perspective of the individual. The purpose is to interview individuals to capture and preserve their perspectives, judgments, and recollections. Oral history interviews capture historical information that may not otherwise be recorded. Interviews supplement the written record, which often slights the role of individuals in important decisions and events and omits the detailed information that nonparticipants require to understand what happened and why. While command reports, press conferences, and memoirs of senior officers provide a high-level perspective, these documents do not portray the course and confusion of a battle at the level of the Soldiers who waged it. Briefings, information papers, and operational plans do not chronicle the complexities and nuances in senior leader decisionmaking – especially in this period of sweeping change for the Army. Interviews explain the background of important events and place decisions in context. It is important noting that oral history and interview are not synonymous. An interview is the recording of an individual's words in response to the questions of the field historian. In essence, it is a source document that remains unedited and may or may not reflect the official record. The oral history is a collaborative venture that reflects the twin efforts of the interviewer and interviewee, creating a historical source through reviewing and editing the transcript of the interview. While it may or may not reflect the official record, it is a finished product.

5-16. Like all historical sources, oral history has strengths and weaknesses. The greatest strength of oral history is its ability to capture and preserve information that may not otherwise be saved. This includes personal perspectives and anecdotes not found in most documents. The weaknesses of oral history reside in the possibility that there are personal biases. Interviewees are unwilling to directly address controversial issues or mistakes and errors they made, while the passage of time renders the interviewee's memory suspect on points of fact.

5-17. Preparation and impartiality characterize good oral interviews. Before any interviews, the historian prepares by developing familiarity with the operations and actions of participating units, identifying key individuals to interview, and crafting questions to ask. Historians do not insert their own observations into the interview and allow the interviewee to answer questions and convey experiences without guiding the answers. The interviewee agrees to the terms of the interview by signing DA Form 7273 (Access Agreement for Oral History Materials). A sample of this form is in Appendix A. See AR 870-5 and the CMH website for detailed guidance on Army oral history methods and procedures. While all field historians prepare to conduct oral interviews, MHDs are trained and equipped for this mission. MHDs collect interviews during or immediately following an operation or action. Such on-the-spot interviews are

irreplaceable. For these reasons, MHDs are flexible to travel in the area of operations and identify and interview those Soldiers who participated in key decisionmaking or combat actions. The effectiveness of an oral history collection is best measured by the quality of the interviews, not the quantity. In-depth interviews that allow interviewees to explain their actions in detail better serve the needs of the Army rather than dozens of careless interviews.

HISTORICAL ARTIFACTS

5-18. Command and unit historians and MHDs advise on the collection or disposition of historical artifacts. In doing so, they coordinate with the CMH museums division to ensure all artifacts are collected, handled, stored, and returned to the United States.

5-19. Historical artifacts include equipment and other material cultural objects with historical significance to the Army. This includes uniforms, equipment, accoutrements, personal effects, weapons, vehicles, artwork, and any other object relating to the Army and its allies and enemies during combat and contingency operations. The nature of the artifacts varies depending on the nature of the operation, international law, and agreements in effect. Artifacts become the property of the Army once recovered. Historical artifacts collected by a command or unit must be brought under proper control. See AR 870-20 for an outline of procedures. Field historians are familiar with the provisions of this regulation to help with the identification of artifacts and advise commanders on the proper disposition.

5-20. Artifacts differ from war trophies. War trophies are not authorized except under conditions laid out in law and disseminated to the individual Soldier as a general order. War trophies are objects collected in combat or contingency operations authorized by regulations and command policy retained by individual Soldiers as souvenirs and personal property. These may include individual items of enemy clothing, personal equipment, small non-firing components from destroyed vehicles, propaganda leaflets, and similar objects. All war trophies must be identified by Soldiers to the command chain and explicitly authorized for personal retention. Once authorized, war trophies are not subject to procedures outlined in AR 870-5.

5-21. Commands and units identify potential artifacts to the CMH. Normally, this is done by the command or unit historian or the MHD. Field historians assess the item and provide recommendations to the command or unit as to its suitability as an historical artifact. In general, an artifact is an item of equipment or materiel that represents a newly fielded capability, an innovation or modification to an existing item of equipment, an item that has not been encountered previously, or one that represents the operation or action. If a command is in doubt as to whether or not the item is an artifact, report the item and allow the CMH to determine that.

5-22. Once notified, the CMH dispatches an artifact recovery team (see paragraph 3-17) to collect, identify, register, and return the artifact to the United States. The team acquires artifacts, including historically significant Army materiel not attainable in the United States. This prevents the destruction or demilitarization of historically significant artifacts and makes them available for distribution to the Army, Department of Defense, federal, nonfederal and foreign museums, agencies, and institutions. The artifact recovery team assumes custody of the artifact from the command or unit and makes arrangements for its recovery and transportation to the United States.

HISTORICAL REPORTS AND PUBLICATIONS

5-23. Historical reporting is the primary method that command and units use to provide historical summaries and supporting documentation to the Army Historical Program and ensure that the historical record of their actions are maintained. Additionally, historical reports are how MHDs and other Army historians operate in a joint operations area and document their activities. These reports provide detailed information on specified operations or actions where historical operations were performed.

ANNUAL COMMAND HISTORY

5-24. The annual command history, required of commands and units of separate brigade-level and above, provides an account of the operations and activities of the command or unit whether or not engaged in combat or contingency operations. It is an objective record of the command or unit activities for the

previous year and serves as its institutional memory. The annual command history covers the preceding fiscal year or the tenure of the organization commander unless otherwise specified. It may include the period when a command or unit is deployed, but does not replace the command report (see paragraph 5-25), which provides historical documentation of combat and contingency operations only. The annual command history is submitted via the chain of command to the appropriate Army command and a copy is forwarded to the CMH. The command or unit historian prepares the annual command history. See appendix B of AR 870-5 for a sample format of an annual command history.

COMMAND REPORT

5-25. The command report submitted by all Army commands and units of brigade-level and higher, provides a timely, thorough, and accurate record of significant command and unit actions during combat and contingency operations. The report is a summary of the operational highlights and activities of a unit for the duration of a deployment to a joint operations area or if that period exceeds a year, as directed by the Army Service component commander. The report contains historical information, brief analysis, and insights into operations performed by the command or unit. In addition to a chronology of a command's or unit's operations and actions, it recounts the details of selected operations (including information on enemy actions, when applicable), how those operations were performed, why certain decisions were made, and the outcomes of the operations. It also includes commentary and analysis on issues related to doctrine, tactics, equipment, or organization. In addition to its narrative body, the report includes attached documents with copies of plans and orders, maps and overlays, excerpts from unit journals, intelligence and operational reports, photographs or other imagery, personnel and casualty reports, supporting statistics, and captured enemy documents. The original report is submitted via the chain of command to the Army Service component commander and a copy is sent to the CMH. Although the command or unit historian researches and drafts the report, the commander reviews and signs it. See appendix C of AR 870-5 for a sample command report.

OPERATIONS DATA REPORT

5-26. The ODR is prepared by MHDs on particular operations and actions of a unit or command. It includes an annotated chronology of the operation or action, a discussion of any issues or events of importance (including noteworthy individual or unit actions), and an indexed set of supporting historical documents. The report is submitted to the CMH with a copy provided to the commands or units concerned for their organizational history files. See Appendix D for sample format.

UNIT HISTORIES

5-27. Unit commanders direct the unit historical officer (UHO) to write a history of the unit's activities during a recently completed deployment covering combat and contingency operations. ***Unit histories*** **are informal narratives that cover the entire history of specific units, written in an easy-to-read manner for the benefit of the Soldiers.** Units determine the format and content of the histories, but efforts ensure objectivity, accuracy, and source documentation. Unit histories, while not part of the Army Historical Program, are viewed by the public as representative of official history and are subject to the same standards as all other historical reporting. At the very least, unit histories do not deviate from the chronology and information provided in the command history. Publication of unit histories by an Army organization may be financed by non-appropriated funds if a personal copy is furnished to all unit members. Commanders of Army commands, Army Service Component Commands, and Direct Reporting Units authorize appropriated funds for the publication of unit histories when reference copies are needed by staff elements in the headquarters, subordinate elements, or higher headquarters when conducting official business. Appropriated funds are not used to publish unit histories for personal use. A copy of each unit history is forwarded upon publication to the CMH and the Army Heritage and Education Center as well as the representative branch history office.

HISTORICAL MONOGRAPHS

5-28. **A *historical monograph* is an in-depth, systematically researched and presented historical work that focuses on a single subject or event.** It is a detailed and documented written work that covers a

selected topic or period of Army history. While historical monographs have no required format, they normally include a title page, foreword, table of contents, necessary chapters, footnotes or endnotes, and appendices to include a glossary. The CMH prepares and publishes monographs for Army-wide distribution. Army commands and Army Service Component Commands publish monographs for limited distribution. Other commands or units desiring to produce a historical monograph receive approval from the appropriate Army command or Army Service Component Command.

RECORDS MANAGEMENT

5-29. Historians are not records managers and do not perform these duties. Historical documents and materials do not constitute command or unit official records, although they may include copies of records. Official records provide a historical resource for researching and writing the Army official history. Field historians know what documents are maintained by command and unit records managers and provide advice on those documents of historical significance that should be retained. Additional information and guidance can be found on the Center for Army Lessons Learned website.

5-30. Official records are managed and retained through the ARIMS. The ARIMS manages long term and permanent records and allows the business process to manage short term records. It addresses only the record copy of information. All other copies, such as historical documents of the same information, are disposed of when no longer needed by field historians and the Army Historical Program. Normally, the command deputy or assistant chief of staff for information management or the unit manpower or personnel staff officer is responsible for records management. See AR 25-400-2 for more information.

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Chapter 6
Field History Planning

This chapter describes the operations process and the military decisionmaking process (MDMP) as it applies to planning and performing field history operations. It then discusses collections plans and assessments.

THE OPERATIONS PROCESS

6-1. Field historians use the operations process, which provides essential historical information for commanders and their staffs as they develop plans. It serves as the road map in planning, preparing, executing, and continuously assessing, planning, and executing military history operations. Field historians are integrated into the staff processes of the commands they operate with and participate in and apply the operations process.

6-2. Planning and executing field history operations has the same principles and processes as all Army operations. Field historians must be familiar with the operations process and apply this method in their daily tasks during combat and contingency operations (See ADRP 5-0 for more information).

6-3. The Army's framework for exercising mission command is the operations process comprising the major activities performed during 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. The activities of the operations process are not discrete; each one overlaps and recurs as circumstances demand. Planning starts an iteration of the operations process. Upon completion of the initial order, planning continues as leaders revise the plan based on changing circumstances. Preparing begins during planning and continues through execution. Execution puts a plan into action by applying combat power to seize, retain, and exploit the initiative to gain a position of advantage. Assessing is continuous and influences the other three activities. Commanders and staffs drive the operations process, build and maintain situational understanding, apply critical and creative thinking, and encourage collaboration and dialogue.

DRIVE THE OPERATIONS PROCESS

6-4. Commanders are the most important participants in the operations process. While staffs ensure effective operations, commanders drive the operations process through understanding, visualizing, describing, directing, leading, and assessing operations.

BUILD AND MAINTAIN SITUATIONAL UNDERSTANDING

6-5. Success in operations demands timely and effective decisions based on applying judgment to available information and knowledge. As such, commanders and staffs build and maintain situational understanding throughout the operations process. Building and maintaining situational understanding is essential for developing effective plans, assessing operations, and making decisions throughout the operations process.

APPLY CRITICAL AND CREATIVE THINKING

6-6. Commanders and staffs apply creative thinking throughout the operations process to help understand situations, make decisions, and direct action. Creative thinking is purposeful and reflective judgment about what to believe or what to do in response to observations, experience, verbal or written expressions, or

arguments. Creative thinking involves innovative approaches with something new or original. This leads to new insights, novel approaches, fresh perspectives, and new ways of understanding and conceiving things.

ENCOURAGE COLLABORATION AND DIALOGUE

6-7. Throughout the operations process, commanders encourage collaboration and dialogue among commanders, staffs, and unified action partners to create shared understanding and facilitate unity of effort. Collaboration means two or more individuals or organizations work together toward common goals by sharing knowledge and building consensus. Dialogue is a way to collaborate by exchanging ideas or opinions among participants and encourages discussions in areas of disagreement.

THE MILITARY DECISIONMAKING PROCESS

6-8. The *military decisionmaking process* is an iterative planning methodology to understand the situation and mission, develop a course of action, and produce an operation plan or order (ADP 5-0). The process combines the conceptual and detailed aspects of planning and integrates the activities of the commander, staff, subordinate headquarters, and other partners throughout planning. The process helps leaders and their staffs apply thoroughness, clarity, sound judgment, logic, and professional knowledge for understanding situations and solving problems. The MDMP results in an improved understanding of the situation and a plan that guides the force through preparation and execution.

6-9. For command and unit historians, decisionmaking demands collaborative and parallel planning with other field historians and military history detachments (MHD), supporting commands, and their staffs of adjacent and higher headquarters. This is done by information sharing, meetings, warning orders, and other means. Active collaboration among all organizations affected by pending operations builds shared understanding, facilitates course of action (COA) development and decisionmaking, and resolves conflicts before final plans are set and promulgated.

6-10. The MDMP consists of seven steps. Each step informs the next. Field historians perform these steps sequentially; however, they may revisit several steps in an iterative fashion as they learn more about the situation and adjust their plans to meet changing circumstances and conditions.

RECEIPT OF MISSION

6-11. The field historian receives the unit's operational plan after conducting analysis of the unit mission.

MISSION ANALYSIS

6-12. The field historian identifies the collection, documentation, and reporting objectives, tasks, and priorities and determines specified, implied, and essential historical tasks.

COURSE OF ACTION DEVELOPMENT

6-13. The field historian develops COAs to achieve the historical objectives. A concept of field history operations includes the purpose of the historical operation, identifies critical events that require historical collection or documentation, designates the key activities, identifies required field historians and organizations in accomplishment of those tasks, and determines the support and other requirements necessary to carry out the concept of operations. A good COA positions field historians for sequels and provides flexibility to meet unforeseen events during execution.

COURSE OF ACTION ANALYSIS

6-14. Analysis identifies difficulties or obstacles to successful completion of the mission and probable consequences of planned actions for each COA. It involves many of the field historians involved in the operations as possible. It helps them think through the tentative plan. COA analysis not only appraises the quality of each COA but also uncovers potential execution problems, decisions, and contingencies.

COURSE OF ACTION COMPARISON

6-15. COA comparison evaluates each COA independently and against set evaluation criteria. The comparison identifies the strengths and weaknesses of each and enables selecting a COA with the highest probability of success.

COURSE OF ACTION APPROVAL

6-16. The commander, who has responsibility for the history operations through the command or unit historian, gives the final approval for the chosen COA. Field historians brief the recommended course to the commander and staff.

ORDERS PRODUCTION, DISSEMINATION, AND TRANSITION

6-17. The order or plan turns the selected COA into a clear and concise concept of operations and required supporting information. The command, unit historian, and MHDs ensure historical operations synchronize with the command's operations.

FIELD HISTORY OPERATIONS PLANNING

6-18. Army leaders plan to create a common vision to execute operations. Planning results in a plan or order that communicates this vision and directs actions which synchronize forces in time, space, and purpose to achieve objectives and accomplish missions.

6-19. Field history plans and operations encompass five essential elements including direction, collection, processing, assessment, and disposition and retention. Together, these elements ensure Army history is accurately documented and recorded.

- Direction is comprised of the broad guidance, intent, and missions and tasks necessary for field historians and organizations to carry out their responsibilities and provide flexibility. This flexibility helps them alter plans to accomplish the overall field history mission. Field history operation plans and orders provide guidance to units that have field history operations conducted, to command and unit historians who oversee and execute field history operations in their area, and to the MHDs and other historians that perform field history operations.
- Collection gathers historical information, oral histories, and materials throughout an operation or on unit and command activities and organization. A successful effort means collecting and reporting relevant and accurate historical information to document Army history. Collected historical materials are used in reports, chronologies, monographs, and official histories. The nature and type of information and materials collected change as requirements transform, missions change, the phases of an operation proceed, or organizations are altered. More detailed information on collection plans are found in paragraphs 6-25 through 6-31. Details on the types and methods of collection can be found in Chapter 5.
- Processing occurs once historical materials are collected. This includes sorting and cataloguing; identifying by unit, location, and date and time; and tagging and sorting in the case of digital data. Historical documents and materials must be relevant, accurate, unbiased, and tailored to facilitate later research and understanding of events by historians who may not understand the documented events. The accuracy and detail of these materials have a direct effect on the quality of official histories. Processing involves structuring large amounts of collected information and materials and organizing it for later research, analysis, and archiving.
- Assessment. Assessment measures the progress of field history operations against mission accomplishment and provides continuous feedback so that changes can be made to plans and operations. Field historians assess the operational environment and perform history operations; evaluate the historical documents and materials collected and the quality of that collection; analyze gaps and additional requirements; and adjust operations based on this analysis. Additional information on assessment can be found in paragraph 6-32 through 6-36.
- Disposition and retention includes preserving and understanding the official history of the Army. The historical documents and materials collected by field historians form the source

documentation for the research and writing of official histories. For that reason, historical materials must be properly preserved and retained at the unit and command levels and by the entire Army. Additional information on disposition of historical materials is in paragraph 6-31. See AR 870-5 for general guidance on long-term retention of history documents and materials.

6-20. Planning consists of two separate, but closely related, components: a conceptual component and a detailed component. Conceptual planning involves understanding the operational environment and the problem, determining the operation's end state, and visualizing an operational approach. Detailed planning translates the broad operational approach into a complete and practical plan. Detailed planning works out the scheduling, coordination, or technical problems involved with moving, sustaining, and synchronizing the actions of a force. Effective planning requires integrating both the conceptual and detailed components of planning.

6-21. Field historians are guided by the following principles when participating in command or unit planning. These principles collect and analyze information and develop plans.

- Field historians gain situational awareness. They must have situational awareness to effectively plan their operations. This is accomplished by attending staff briefings; participating in command or unit planning; familiarizing themselves with the area of operations; meeting key personnel; and knowing the mission, organization, strengths, and weaknesses of the commands and units where they operate.
- Field historians understand the operation. Field history operations are conducted with and for the purpose of recording combat and contingency operations. These operations must be based on a full understanding of the plans and the conduct of military operations for success.
- Field historians develop simple, flexible plans. Plans focus on the mission and tasks accomplished by field historians and the command and support relationships between field history organizations and units on the battlefield, leaving maximum room for flexibility without interfering with ongoing operations.
- Field historians coordinate and integrate. The most important task of a command or unit historian, MHD commander, or leader of a history collection team centers on ensuring that field history operations are understood, coordinated, and integrated into the operations of commands and units. Issues ranging from logistic support and security to integrating individual historians into small units must be coordinated and understood at all levels of command. Additionally, the field historians and MHDs coordinate and whenever possible, integrate their operations and requirements to ensure complete historical coverage of operations.
- Field historians prepare and position field history organizations. Field historians prepare for their part in an operation. Pre-operation orders and briefs, rehearsals, and inspections ensure all understand their tasks and are properly trained and equipped. MHDs and other historians must be positioned with the units they document and in the locations necessary to carry out their tasks with sufficient time to be integrated into those units.
- Field historians supervise execution. Command and unit historians and MHD team leaders execute plans. This requires monitoring those performing field history operations to ensure they are conforming with the plan; adapting operations to meet changing situations; keeping command and units informed of the locations, activities, and requirement of field history teams operating in command areas of operations; and ensuring that historical collections are processed, retained, and forwarded.

6-22. Field historians operate as part of other Army units and rely on the units they are assigned to for support. Planning is collaborative, parallel, and in real time. Planning in real time with higher headquarters and subordinates improves the organization's overall planning effort. Modern information systems and a common operational picture shared electronically allow collaboration with other units and field history organizations from distant locations, increase information sharing, and improve the mutual understanding. Additionally, taking advantage of others' input and knowledge of the situation in their area of operations results in better COAs faster.

6-23. The field history operation plans and orders provide guidance to units in the areas where field history operations are performed, to command and unit historians who oversee and execute field history operations

in their area, and to the MHDs and other historians who collect, document, and report on the military operation or action. Plans and orders conform to the following general guidelines.

- Keep plans and orders simple and direct. Plans must be simple and direct to reduce misunderstanding and confusion.
- Use direct language. Unmistakably state what to do and why. Instructions and tasks are stated in direct and positive terms. Indecisive, vague, and ambiguous language leads to uncertainty and lack of confidence.
- Use doctrinally correct terms and symbols. Doctrinal terminology is the common language of the Army and should be used. Do not use jargon, slang, and non-standard terms and eliminate every opportunity for misunderstanding the exact, intended meaning.
- Incorporate flexibility. Leave room to adapt and make adjustments to counter unexpected challenges and seize opportunities.
- Exercise timeliness. Plans and orders issued promptly allow others to collaborate, plan, and prepare their own actions. Simple plans executed on time are better than detailed plans executed late.

6-24. See Appendix E for a sample operation plan and order format.

COLLECTION PLAN

6-25. The collection plan is the heart of any field history plan or order. The format for a collection plan varies. It ranges from a simple matrix prepared for a single unit or historical team to a tab in a formal annex of a senior headquarters operations order or plan. Normally, the collection plan is issued as an attachment to the history operations plan; however, in situations where operations are continuous or standard operating procedures are well known, they may be issued as a fragmentary order. Whatever format, the collection plan is an addition to a historical operation plan or order and includes the following:

- The purpose and intent of the collection plan.
- Unit(s) or field history team(s) collection tasks.
- Method(s) of collection.
- Types of historical documents and materials collected.
- Collection priorities.
- Disposition instructions.

6-26. The purpose and intent states why the historical collection is performed and the collection's outcome. Collection of historical materials should not be performed haphazardly or without direction. The purpose and intent is based on guidance from command historians or others directing historical operations, the historical operations order or plan, situational awareness of ongoing military operations and intelligence, the capabilities of field historians and teams performing the collection, and a professional understanding of how those collected materials contribute both short and long term to produce and present the Army's official history. Additionally, a clear statement of the purpose and intent ensures field historians prepare for their mission and when faced with unforeseen or changing situations, adjust their actions to accomplish the goals of the collection operation.

6-27. The collection plan assigns collection tasks to units and field historians and teams. Each unit involved in an operation knows its responsibilities to retain documents or other materials related to specified actions or events, identify artifacts of potential historical significance, and record essential historical information. Field historians and teams understand their collection tasks. This ensures historical coverage of the operation or activity and places historians where they are most effective in meeting the purpose and intent of the collection.

6-28. The collection method determines how the collection plan is executed and the focus of effort. The three general collection methods are organization, operations and actions, and special topics.

- Organizational based plans are most commonly used. This method focuses on specified units or organizations with collection plans emphasizing daily operations and activities and organizational issues related to them. The collection plan provides a comprehensive historical record of a unit or organization. This method tends to be the most efficient and simple, enabling

field history detachments to establish longer term relationships with units and commands and gain wider access to key personnel and historical materials. Nonetheless, this method is the least flexible and results in field historians unable to cover operations and actions by other units and commands that have greater historical significance. Organizational plans are most effective when adequate numbers of field historians are available to provide coverage of all units in an area of operations.

- The operations and actions method is more limited than a unit organization plan and has a goal. Collection plans based on operations or actions focus on campaigns, operations, battles, actions, or events and not the units or commands performing them. This method enables field historians to document particular types of Army operations or actions to provide a detailed historical accounting of how they are planned and performed. Alternatively, the collection plan documents an event or records the performance of items of equipment, new doctrine, or process. Collection plans based on operations or actions are the flexible, especially when field historians are limited in number. This enables theater and senior command historians to employ and shift historical collection teams in response to changing operational priorities and situations.
- Field historians focus on special topics related to operations or events such as operational planning, functional or branch aspects of operations (logistics, transportation or fire support, for example), or decisionmaking. While used in relation to lessons learned of historical collection efforts or evaluations of tactics, techniques, and procedures and equipment items, the special topics collection fills gaps of historical collections or collects materials to support the functional or topical histories; records unusual or notable innovations or adaptations in tactics or equipment; responds to inquiries from higher headquarters or other elements of the Army; or focuses collection on commanders or staff elements.

6-29. The types of historical documents and materials are established in the collection plan. Determining the types of materials to be collected ensures that field historians have the equipment, preparation, support, and personnel to carry out their mission. See chapter 5 for a detailed discussion of the various types of materials.

6-30. Collection priorities establish the hierarchy of materials. There is a clear prioritization of information to collect and the actions, events, units, and personnel of greatest interest to the collection effort. Collection priorities determine the main effort of collection teams as they plan their operations. It also enables field historians and MHDs team leaders to plan their operations and complete their tasks. They can also remain flexible when determining the best use of time, personnel, and equipment when situations change or unexpected events occur.

6-31. Disposition instructions provide guidance on how to process, maintain, and transfer the collected historical documents and materials to designated commands or authorities for final archiving and disposition. Army component commands include instruction in history annexes to operation plans and orders or in standing directives. At lower levels, disposition instructions are situation dependent. In the field, they are temporary, but no matter the level, the instructions include initial processing and cataloging, storage, security, transport to higher headquarters, and accountability.

ASSESSMENT

6-32. Assessment measures progress of the field historian, team, or MHD toward mission accomplishment. Field historians assess the operational environment and the progress of history operations. They compare to their initial plan and intent and adjust operations based on this analysis. Field historians monitor key factors that influence history operations. They update their understanding of the operational environment and assess their progress toward achieving objectives without mistaking activity for progress.

6-33. Assessment begins during planning. The field historian considers what to measure and how to measure it to determine progress toward accomplishing tasks, establishing conditions, or achieving objectives. For example, during planning and preparing for an operation, the field historian assesses the ability of units and historical collection teams in executing the plan based on available resources and changing conditions in the operational environment. During planning, the indicators of progress are

incorporated in the plan or order and used during execution. Some assessment indicators act as triggers during the operation to help the historian determine the necessity of revising the original plan.

6-34. During execution, the planner identifies those key indicators that suggest progress or setbacks in accomplishing tasks and achieving objectives. Assessment actions and measures adjust operations and resources as required. This determines whether to alter those plans and make other decisions, ensuring field history operations align with the mission and with the operational and tactical situation. Assessment uses measures of effectiveness and measures of performance to evaluate task accomplishment. The results of historical operations tasks are physical and include assessing progress by types or quantities of collections; completeness of historical reporting; or individual, team, or MHD accomplishments.

6-35. On occasion, field historians need support combat assessment by collecting and providing historical information for others performing such assessments. Combat assessment determines the results of weapons engagement (with both lethal and nonlethal capabilities) or tactical engagements. Combat assessment includes battle damage assessment, munitions effectiveness assessment, and an assessment on mission accomplishment. It is applied to other tasks not associated with combat operations (e.g., disaster relief delivery assessment, relief effectiveness assessment, and future relief recommendations).

6-36. The most important assessment made by field historians is determining whether the support plans, collection efforts, reporting, and retention of historical documents and materials accomplishes two requirements. Those requirements are supporting Army commands and providing the depth, scope, and detail necessary to research and write the history of Army operations and actions months and years after the events.

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Appendix A

Access Agreement for Oral History Materials

A-1. Form 7273 in Figure A-1 is required for the oral history interview.

ACCESS AGREEMENT FOR ORAL HISTORY MATERIALS

For use of this form see AR 870-5; the proponent agency is U.S. Army Center of Military History

PRIVACY ACT STATEMENT

AUTHORITY:	Title 10, USC 3013, Secretary of the Army; Army Regulation 870-5, Military History: Responsibilities, Policies and Procedures.
PRINCIPAL PURPOSE:	To obtain historical information that focuses on persons, events, and topics of historical interest to the U.S. Army.
ROUTINE USES:	This information may be used by Department of Defense as source material for publications or other historical works.
DISCLOSURE:	Voluntary; however, failure to provide the requested information may preclude participation in the Army oral history program.

FROM	TO *(Include title of agency head)*
Sergeant Tommy Atkins [SAMPLE] Company A, 1st Bn, 15th Inf 2d Brigade, 3rd Infantry Division VII Corps Kitzingen, Germany	Maj William Fish, Commanding Officer [SAMPLE] 1st MHD U.S. Army Center of Military History (CMH)

1. I, Tommy Atkins [SAMPLE], am voluntarily participating in an oral history conducted by William Fish [SAMPLE] *(Name of interviewer)* of the 1st Military History Detachment [SAMPLE] *(Name of agency)* on the following date*(s)* : 9-10 March 2015 [SAMPLE].

2. I understand that the recording(s), transcript(s), and photograph(s), and any materials resulting from this oral history will belong to the U.S. Government to be used in any manner, consistent with federal law, deemed in the best interests of the U.S. Army, as determined by the Chief of Military History or his/her designee.

3. I understand that the recording(s), transcript(s), photographs(s), any other materials, and information and material derived from them, may be made available to members of the public, subject to the Freedom of Information Act, Privacy Act, and DA Information Security Program.

4. I hereby expressly and voluntarily relinquish all rights and interests in the recording(s), transcript(s), photograph(s), and any other materials resulting from the oral history to the U.S. Army. This grant, release, and discharge of rights to the U.S. Army is made without the expectation of recompense of any kind. This voluntary grant and release will not be made the basis of a future claim of any kind against the U.S. Government. Finally, I understand that this does not preclude my personal use of these materials, subject to security restrictions.

NAME OF INTERVIEWEE	DATE
Tommy Atkins [SAMPLE]	20150310
ACCEPTED ON BEHALF OF THE U.S. ARMY BY	**DATE**
William Fish [SAMPLE]	20150310

DA FORM 7273, MAR 2012 PREVIOUS EDITIONS OBSOLETE. APD LF v1.00

SAMPLE

Figure A-1. Sample form 7273

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Appendix B

Annual Command History

B-1. The annual command history is required of commands and units of brigade-level and above according to AR 870-5. It provides a chronology and discussion of the operations and activities in the command or unit, whether or not engaged in combat or contingency operations. It covers the preceding fiscal year or the tenure of organization commander, unless otherwise specified.

B-2. The annual command history includes the period when a command or unit is deployed but does not replace the command report. The commander uses the command's annual history to add historical perspective to decisionmaking . It is a primary source of background facts to support the staff and orients new commanders and personnel on the organization's mission, recent activities, accomplishments, and issues. Histories are written at the security classification level appropriate to fully document the actions of the command or unit. See appendix B of AR 870-5 for instructions on preparing an annual command history.

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Appendix C

Command Report

C-1. The command report provides a timely, thorough, and accurate record of significant command and unit actions during combat and contingency operations. It is submitted by all Army commands and units of brigade-level and higher according to AR 870-5.

C-2. The report is a summary of the operational highlights and activities of a unit during deployment to a theater of operations or if that period exceeds a year, as directed by the Army Service component commander. See appendix C of AR 870-5 for a sample of the command report.

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Appendix D

Operations Data Report Format

This appendix provides a sample format for the operations data report (ODR).

D-1. The ODR in figure D-1 is prepared by military history detachments (MHD) on particular operations and actions of a unit or command.

D-2. The following is a sample format for the ODR.

1. **Background.**

   A. Organization. *Describe, in general terms, the unit or command that is the subject of the ODR, its mission, historical information relevant to this report (recent actions, issues or achievements, for example), and the command structure within which it operated (higher headquarters, joint, or multinational).*

   B. Capabilities. *Describe the capabilities of the unit or command, with particular attention to any special capabilities, strengths, or shortfalls and its state of readiness during the operation*.

   C. Area of Operations. *Describe the area of operations in terms of terrain, weather, population, or other factors that had an impact, positive or negative, on the unit's or command's operations and actions. Include, as attachments, copies of maps or overlays if possible.*

   D. Friendly Forces. *List friendly forces that operated in support of or adjacent to the command or unit.*

   E. Hostile Forces. *Describe capabilities and actions taken by enemy or hostile forces that confronted the unit or command, as well as any other threats faced during the operation.*

2. **Task Organization**. *List the task organization of the unit or command, as set forth in the unit operation order or fragmentary order which can be attached as an enclosure and any changes that occurred during the operation. Include a wiring diagram, if possible, for clarity. Identify the commanding officers and principal staff officers.*

3. **Summary**. *Summarize the period covered by the ODR. The summary provides a short narrative of the operation or action, the mission and intent of the operation, and significant information including unit or command accomplishments and challenges, friendly and enemy casualties, and immediate lessons learned. An example of a summary is provided below.*

   During Operation DISRUPT from X to XX Mar 20XX, 1st brigade combat team (BCT), __ Inf Div conducted continuous patrolling and small unit sweeps to disrupt insurgent efforts to undermine the indigenous government. Resistance by hostile forces was intermittent, with the most serious fighting occurring in the vicinity of Al Baba Village on XX Mar 20XX. During Operation DISRUPT, 1st BCT, __ Inf Div killed 123 insurgents and captured another 35. The BCT suffered 2 killed in action and 15 wounded in action. One Bradley infantry fighting vehicle was destroyed by an improvised explosive device and one UH-60 received damage from small arms fire. Intelligence reports indicated that hostile forces were surprised by the operation and withdrew from the area rather than face U.S. forces. Feedback from the local elected government officials, tribal leader, and religious leaders credited the BCT with advancing and improving the security. Lessons learned included the need to improve artillery forward observer use by the infantry elements, the requirement for more readily available civil-affairs teams and capabilities for immediately addressing village needs in the wake of fighting, and the need for improved convoy techniques by support units.

Figure D-1. Sample operations data report format

4. **Significant Events**. *This is the most important part of the ODR. List by date and, if possible, time (especially for short duration operations or actions) the significant events, actions, and decisions. A short descriptive summary should be included for each, including who, what, when, and where. Any supporting documents (reports, orders, messages) should be attached to the ODR. Examples of significant events are shown below.*

   XX Mar 20__: X-X CAV, 2 BCT, __Inf Div Deliberate Attack on Irbil.

   X-X Cav conducted a deliberate attack into the village of Irbil beginning at 2130Z to capture a high value individual (HVI) known as Abu Sharif. HVI operated out of a building identified as Objective Tango. A Co., X-X CAV was tasked with the capture of the HVI. Unit was successful in the capture of the HVI and two other XXX members. A Co. killed 20 insurgents. Unit discovered a large bunker that served as a weapons cache that contained SA 7 missiles and advanced explosive devices. The bunker and cache were destroyed by a precision guided artillery munition (Excalibur). Unit sustained three casualties predominately from booby traps in the HVI's building and improvised explosive devices (IED) along the road, and from rocket-propelled grenades (RPG). No civilian casualties noted and collateral damage was minimal. Local nationals from Irbil were pleased with the efforts of the U.S. forces which resulted in driving the insurgents out of their village. See Encl 3 (situation report).

   1900Z XX Mar 20__: Capture of 2LT Reasland @ COP Hammer.

   2LT Reginald A. Reasland, B Troop, X-X CAV, was captured at Combat Outpost Post Hammer in Babil province at approx. 1900Z on XX March 20__ by insurgents. XX BCT executed battle drill and recovery of a captured or missing solider. XX BCT was unable to recover Soldier. Insurgents executed Soldier outside the barriers of FOB XXXX at 2215Z on XX MAR 20__. The U.S. Soldier was wearing a suicide bomber's vest that was detonated by an insurgent standing next to him. Both the Soldier and the insurgent died immediately. Recovery of remains was executed immediately. See Encl 4 (casualty report and XX-Cav after action review).

Figure D-1. Sample operations data report format (continued)

Appendix E

Historical Annex to Operation Plan and Order

E-1. The historical operation plan or order may be issued either as an annex or fragmentary order to a command or unit operations order or plan. If issued by a military history detachment (MHD) commander, it is a separate document.

E-2. The format for the plan parallels that for any operation plan or order. Instructions in plans and orders are stated in the affirmative and avoid meaningless expressions and indecisive, vague, and ambiguous language. They are brief, clear, and concise and use short words, sentences, and paragraphs. They use doctrinally correct terms and symbols, avoid jargon, and eliminate every opportunity for misunderstanding.

E-3. Figure E-1 provides an example of a historical operations annex to an operation plan. There is no designated annex for historical operations. To provide the historical information, staff uses a spare annex per the Army's operation order format. The format may also be used to develop separate MHD operation plans or orders.

[CLASSIFICATION]

Place the classification at the top and bottom of every page of the attachments. Place the classification marking (TS), (S), (C), or (U) at the front of each paragraph and subparagraph in parentheses. Refer to AR 380-5 for classification and release marking instructions.

Copy ## of ## copies
Issuing headquarters
Place of issue
Date-time group of signature
Message reference number

Include the full heading if attachment is distributed separately from the base order or higher level attachment.

SPARE ANNEX # (HISTORICAL OPERATIONS)

(U) References: *List documents essential to understanding the attachment.*

a. *List maps and charts first. Map entries include series number, country, sheet names, or numbers, edition, and scale.*

b. *List other references in subparagraphs labeled as shown.*

c. *Doctrinal references for information related capabilities include ATP 1-20, AR 870-5, and AR 220-5.*

(U) Time Zone Used Throughout the Plan or Order: *Write the time zone established in the base plan or order.*

1. (U) Situation. *A brief discussion of the situation as it affects field history operations that paragraph 1 of the operation plan or operation order does not cover or that needs expansion.*

[page number]
[CLASSIFICATION]

Figure E-1. Sample historical operation plan format

[CLASSIFICATION]

SPARE ANNEX # (HISTORICAL OPERATIONS)

a. (U) Friendly Forces. *Outline the higher headquarters' plan (and historical operations annex) and adjacent unit historical operation plans. Provide information on friendly coalition forces, which may impact the historical operations mission. Note historical operations resources supporting the unit (who, where, when), (higher, allied and adjacent headquarters).*

(1) (U) *Higher headquarters field historical operations mission, intent, collection priorities, and directives that affect historical operations.*

(2) (U) *Other Army or multinational field historians operating within or adjacent to the area of operations.*

b. (U) Attachments and Detachments. *List the MHD, other Army or multinational field historians, or collection teams operating in support of or attached or assigned to commands or units. Identify all augmenting historical operations units supporting this command and all attached or assigned subordinate units. Include effective dates, if applicable.*

c. (U) Enemy Forces. *List information not included in the operation plan or operation order, which may impact the historical operations mission (who, where, when, disinformation, rumors, propaganda, and operations security).*

d. (U) Assumptions. *List any additional assumptions or information not included in the general situation which impacts the historical operations mission.*

2. (U) Mission. *State the field history mission in terms of WHO is conducting the mission; WHAT is to be carried out; WHEN it will occur; WHERE it will be conducted; and WHY the mission is being conducted.*

3. (U) Execution.

a. (U) Commander's Intent. *Briefly summarize the purpose of the field history operation and the desired end state. Include a clear image of the operation's purpose, key tasks, and the desired outcome. Provide the focus of effort (specific operations or actions to be covered or collection priorities) and the expected end-state (in terms of what is expected to be achieved, collected, or documented).*

b. (U) Concept of operations. *Briefly summarize a statement that directs the manner in which subordinate unit historians, MHDs, and other field historians cooperate to accomplish the mission and establishes the sequence of actions to achieve the end state. It states the principal tasks required, the responsible subordinate field historians, priorities, and how the principal tasks complement one another. If the mission dictates a change in tasks or assignments during the operation, it may be broken into phases. These should correspond to the phases of the combat or contingency operation as a whole. The concept of operations may be a single paragraph, divided into two or more subparagraphs. If the concept of operations is phased, describe each phase in a subparagraph.*

c. (U) Scheme of Movement and Maneuver. *Describe the employment and responsibilities, in general terms, of any field historians and MHDs operating in support of the concept of operations.*

d. (U) Tasks to Subordinate Units. *State the historical tasks assigned to each command or unit that reports directly to the headquarters issuing the order as well as to any assigned or attached field history organizations. Use a separate subparagraph for each command, unit, or history organization. Each task includes who (the unit or organization assigned the task), what (the task itself), when, where, and why (purpose). Tasks include specific unit or organization collection tasks, priorities, and support requirements.*

e. (U) Coordinating Instructions. *List only instructions and tasks applicable to two or more units or organizations. These may include the following:*

[page number]
[CLASSIFICATION]

Figure E-1. Sample historical operation plan format (continued)

[CLASSIFICATION]

SPARE ANNEX # (HISTORICAL OPERATIONS)

(1) (U) Collection Plan. *Provides details on the types of collections, priorities, and disposition instructions of historical materials. A separate collection plan annex may be required depending on the size, duration, and scope of the operation. If not, these issues should be addressed in separate subparagraphs.*

(2) (U) Historical Documents. *The most important duty of the field historian is the collection and retention of key historical documents. Instructions may be required that delineate the types of documents to be collected and procedures for the collection and disposition of both paper and digital documents.*

(3) (U) Collection and Disposition of Historical Artifacts. *Historical artifacts collected by a command or unit must be brought under proper control according to procedures outlined in AR 870-20. These procedures should be reiterated and specific responsibilities and priorities for collecting for historical artifacts detailed.*

(4) (U) Photographs and Video Imagery. *Both official and unofficial photographs and video imagery are collected during combat and contingency operations by history organizations and individual Soldiers. Instructions should be provided that detail how this imagery is collected and documented.*

(5) (U) Reporting Requirements. *Provides guidance on the preparation and submission of historical reports during and following the operation.*

(6) (U) Security. *Provides the security of field history organizations operating on the battlefield and depends largely on the commands and units to which they are assigned or in whose area they are operating. Security responsibilities must be clearly understood by both the history organizations and the units.*

4. (U) Sustainment. *Describe the concept of sustainment, especially for assigned or attached field history organizations, including responsibility for sustainment by unit or organization. Include special instructions for transportation, supply, technical support and maintenance, and medical support not already covered by command or unit standard operating procedures or previous orders.*

5. (U) Command and Signal.

a. (U) Command. *Describe the employment and responsibilities, in general terms, of any field historians and MHDs operating in support of the concept of operations.*

(1) (U) Location of Command and Unit Historians. *State where the command or unit historians will be located.*

(2) (U) Location of Field History Organizations. *State where the various field history organizations will be located. This should be lowest-level unit to which the organization is assigned is responsible for accountability of the history organization.*

(3) (U) Liaison Requirements. *Field history organizations establish liaison with the units to which they are assigned or in whose areas they may be operating. Liaison requirements should be specifically detailed.*

b. (U) Control. *State the control and support relationships between commands/units and each field history organization operating in the area of operations. These must be clearly defined in doctrinal terms and understood.*

b. (U) Signal. *Describe any special signal requirements for field historians and instructions for collection and transmission of digitally-based documents and materials.*

[page number]
[CLASSIFICATION]

Figure E-1. Sample historical operation plan format (continued)

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Glossary

SECTION I – ACRONYMS AND ABBREVIATIONS

ADRP	Army doctrine reference publication
AR	Army regulation
ARIMS	Army Records Information Management System
ATP	Army techniques publication
BCT	brigade combat team
CMH	Center of Military History
COA	course of action
DA	Department of the Army
G-2	assistant chief of staff, intelligence
HVI	high value individual
IED	improvised explosive device
IT	information technology
MDMP	military decisionmaking process
MHD	military history detachment
OCMH	Office, Chief of Military History
ODR	operations data report
RPG	rocket-propelled grenade
S-1	battalion or brigade personnel staff officer
TOE	tables of organization and equipment
UHO	unit historical officer

SECTION II – TERMS

SECTION II – TERMS

***combatant command historian**

The senior joint historian with overall staff responsibility for developing historical policy and plans for the combatant command and executing joint historical operations within the combatant command's area of responsibility.

decisive action

The continuous, simultaneous combinations of offensive, defensive, and stability or defense support of civil authorities tasks. (ADRP 3-0)

***field historian**

An Army historian, military or civilian, that serves outside of the Center of Military History documenting, recording, and reporting the official history of the Army at the command and unit levels.

***historical documents**

Documents, materials, and data collected by the field historian to supplement the official record.

***historical monograph**

An in-depth, systematically researched and presented historical work that focuses on a single subject or event.

military decisionmaking process

An iterative planning methodology to understand the situation and mission, develop a course of action, and produce an operation plan or order. (ADP 5-0)

***operations data report**

An annotated chronology of the unit's operations that will be fully supported by an indexed set of key historical documents.

***unit historical officer**

An individual, military or civilian, who is designated as the unit historian and is responsible for military history activities.

***unit history**

An informal narrative that covers the entire history of a specific unit, written in an easy-to-read manner for the benefit of the Soldiers.

References

REQUIRED PUBLICATIONS

These documents must be available to the intended users of this publication.

ADRP 1-02. *Terms and Military Symbols*. 24 September 2013.

JP 1-02. *Department of Defense Dictionary of Military and Associated Terms*. 08 November 2010.

RELATED PUBLICATIONS

These documents contain relevant supplemental information.

ARMY PUBLICATIONS

Most Army doctrinal publications are available online: http://www.apd.army.mil.

ADP 5-0. *The Operations Process*. 17 May 2012.

ADRP 3-0. *Unified Land Operations*. 16 May 2012.

ADRP 3-07. *Stability*. 31 August 2012.

ADRP 5-0. *The Operations Process*. 17 May 2012.

AR 25-400-2. *The Army Records Information Management System (ARIMS)*. 2 October 2007.

AR 220-5. *Designation, Classification, and Change in Status of Units.* 15 April 2003.

AR 380-5. *Department of the Army Information Security Program*. 29 September 2000.

AR 870-5. *Military History: Responsibilities, Policies and Procedures*. 21 September 2007.

AR 870-20. *Army Museums, Historical Artifacts, and Art*. 11 January 1999.

FM 27-10. *The Law of Land Warfare.* 18 July 1956.

WEB SITES

Center for Army Lessons Learned at http://usacac.army.mil/CAC2/call/.

U.S. Army Center of Military History at http://www.history.army.mil.

PRESCRIBED FORMS

None.

REFERENCED FORMS

Unless otherwise indicated, DA forms are available on the Army Publishing Directorate (APD) web site: www.apd.army.mil

DA Form 2028. *Recommended Changes to Publications and Blank Forms.*

DA Form 7273. *Access Agreement for Oral History Materials.*

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Index

Entries are by paragraph number unless indicated otherwise.

A

annual command history
description, B-1–B-2

Army field history, 3-13–3-20
organizations, 3-14–3-20

Army Heritage and Education Center, 1-4

Army Historical Program, purpose of, 1-2

Army Historical Program, commander's responsibilities in, 1-12–1-13

Army history
accuracy, 2-25
impartiality, 2-23
standards of, 2-20–2-25
objectivity, 2-24

Army operations
field history during, 1-14–1-21

C

Center of Military History
responsibilities of, 1-3

Combat Studies Institute, 1-5

command and unit historian
duties of, 3-9–3-12

command report,
description, C-1–C-2

D

decisive action, 1-17

F

field historian
defined, 1-9
guiding principles for, 2-26–2-30

field history operations, 3-1–3-2
organization, 3-3–3-8
roles, 3-4–3-8

field history planning, 6-1–6-36
assessment, 6-32–6-36
collection plans, 6-25–6-31
military decisionmaking process, 6-8–6-17
operations planning, 6-18–6-24
operations process, 6-1–6-7

H

historical artifacts, 5-18–5-22

historical collections
disposition, 4-27–4-28
reporting, 4-29–4-30, 5-1–5-2

historical document
defined, 2-8

historical documentation, 5-3–5-14
types of, 5-4–5-14

historical publications, 5-23–5-28

historical reports, 5-23–5-28
annual command history, 5-24, B-1–B-2
command report, 5-25, C-1–C-2
operations data report, 5-26, D-2

histories, 5-15–5-17

home station,
field history, 1-22–1-24

M

military history
importance of, 1-1
integral role, 2-4–2-19

military history detachment
description, 1-10
development, 4-1–4-7
employment, 4-14–4-20
mission, 4-34–4-35
operations planning, 4-24–4-26
organization, 4-8–4-13
support requirements, 4-31–4-33
team A, 4-11
team B, 4-12
team C, 4-13

military history offices, types of, 1-6

mission command, execution, 4-21–4-23

O

operation plan and order
historical annex, E-1–E-3

operations datat report
format, D-1–D-2

oral history
access agreement, A-1

oral interviews, 5-15–5-18

other Service historians, 3-21–3-24
Air Force, 3-22
Marine Corps, 3-23
Navy, 3-24

R

records management, 5-29–5-30

S

subordinate command historian, 1-7

U

unit historical officer
defined, 2-14
responsibilities of, 1-7

unit history, defined, 1-7

W

warfighting functions, 1-20

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ATP 1-20
9 June 2014

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