ATP 3-94.1

THEATER LIAISON DETACHMENT

MARCH 2025

DISTRIBUTION RESTRICTION: Approved for public release; distribution is unlimited.
*This publication supersedes ATP 3-94.1, dated 28 December 2017.

HEADQUARTERS, DEPARTMENT OF THE ARMY

This publication is available at the Army Publishing Directorate site (https://armypubs.army.mil) and the Central Army Registry Site (https://atiam.train.army.mil/catalog/dashboard).

Army Techniques Publication
No. 3-94.1

Headquarters
Department of the Army
Washington, DC, 25 March 2025

THEATER LIAISON DETACHMENT

Contents

Page

Preface iii
Introduction v
CHAPTER 1 1
THEATER LIAISON DETACHMENT CHARACTERISTICS 1
Overview of Theater Liaison Detachments 1
Role of Liaison 4
Liaison Elements 5
Functions of Liaison 6
Liaison Responsibilities 7
Liaison Special Considerations 9
CHAPTER 2 15
THEATER LIAISON DETACHMENT ORGANIZATION 15
Organization of the Theater Liaison Detachment 15
Augmentation of the Theater Liaison Detachment 27
Command and Control Information Systems of the Theater Liaison Detachment 28
Support Required by the Theater Liaison Detachment 29
Command Relationships of the Theater Liaison Detachment 29
CHAPTER 3 31
THEATER LIAISON DETACHMENT OPERATIONS 31
Employment of the Theater Liaison Detachment 31
Planning Considerations for Theater Liaison Detachment Employment 38
Theater Liaison Detachment Command Post Operations 39
Communications and Information System Requirements 40
Sustainment of the Theater Liaison Detachment 41
APPENDIX A 43
TRAINING 43

DISTRIBUTION RESTRICTION: Approved for public release; distribution is unlimited.

*This publication supersedes ATP 3-94.1, dated 28 December 2017.

Glossary **45**
References **47**
Index **51**

Figures

Figure 1-1. Levels of interoperability 10
Figure 2-1. Theater liaison detachment functional organization 15
Figure 3-1. Example of theater liaison detachments during large-scale combat operations 33
Figure 3-2. Theater liaison detachment multinational headquarters example 34
Figure 3-3. Example of a theater liaison detachment and multinational coordination center 34
Figure 3-4. Theater liaison detachment arrangement example at national level 35
Figure 3-5. Army liaison team interface—OPERATION IRAQI FREEDOM 36
Figure 3-6. Example of a split detachment operations 37
Figure 3-7. Example theater liaison detachment brigade-level configuration 37

Tables

Table 1-1. Theater Liaison Detachment Force Structure 3
Table 1-2. Senior liaison officer rank by echelon 5
Table 2-1. Aviation liaison team 27
Table 2-2. Cyberspace electromagnetic activities liaison team 27
Table 2-3. Human resources liaison team 28
Table 2-4. Engineer liaison team 28

Preface

ATP 3-94.1, *Theater Liaison Detachment*, is the operational and organizational guide for Army commanders and staffs employing theater liaison detachments. Previously known as digital liaison detachment, theater liaison detachments are Army units that provide liaison teams with command and control (C2) information systems to support Army headquarters interoperability with unified action partners. The standard organization, equipment, and employment of theater liaison detachments operating in a multinational environment across the competition continuum are described in this publication.

The principal audience for ATP 3-94.1 is commanders and staffs at theater army, corps, or division headquarters. Commanders and staffs of Army headquarters serving as joint task force (known as JTF), or multinational headquarters, should also refer to applicable joint or multinational doctrine concerning liaison elements. ATP 3-94.1 also provides operational guidance for commanders and trainers of theater liaison detachments in joint and multinational land forces operations.

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 armed conflict and the rules of engagement. (See FM 6-27 for more information on the law of armed conflict.)

ATP 3-94.1 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. ATP 3-94.1 is not the proponent publication (the authority) for any terms. For definitions shown in the text, the term is italicized, and the number of the proponent publication follows the definition.

ATP 3-94.1 applies to the Active Army, Army National Guard/Army National Guard of the United States and United States Army Reserve unless otherwise stated.

The proponent of ATP 3-94.1 is the United States Army Combined Arms Center. The preparing agency is the Combined Arms Doctrine Directorate, United States Army Combined Arms Center. Send comments and recommendations on DA Form 2028 (*Recommended Changes to Publications and Blank Forms*) to Commander, United States Army Combined Arms Center and Fort Leavenworth, ATZL-MCD (ATP 3-94.1), 300 McPherson Avenue, Fort Leavenworth, KS 66027-2337; by email to usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@army.mil; or submit an electronic DA Form 2028.

This page intentionally left blank.

Introduction

In today's operational environment, Army operations require the integration of Army, joint, and multinational capabilities from all domains to defeat the enemy during large-scale combat operations. Working closely with other unified action partners is a key and enduring element of U.S. national strategy. The U.S. frequently needs support from its partners and allies to prevail during competition, crisis, and armed conflict. Likewise, partners and allies often need extensive U.S. support during regional and internal conflicts.

Liaison among military headquarters allows commanders to integrate military operations in joint, interagency, and multinational environments by providing necessary staff interface, mentoring, support, and communication required for our partners and allies to accomplish their missions. Theater liaison detachments are units specifically designed and dedicated to providing a critical capability for liaison and interoperability.

Theater liaison detachments are assigned or attached to selected theater armies for employment by a theater army or in support at corps and division echelons. These detachments provide Army force (known as ARFOR) commanders with the capability to conduct liaison with subordinate or parallel joint and multinational headquarters within an operational area.

Theater liaison detachments consist of 30 functional staff experts capable of providing advice and assistance to supported units and ensuring rapid and accurate communication between headquarters. Theater liaison detachments have organic transportation, but they require communications support from signal units from the highest supported echelon. Theater liaison detachments will also require augmentation when tasked to perform airspace management. Although theater liaison detachments may have qualified linguists, these detachments may need to be augmented with specific language capabilities.

The theater liaison detachment uses joint or Army doctrine and regulations as appropriate to accomplish its assigned role. It supports and expands on joint campaigns and operations doctrine in JP 3-0, multinational operations doctrine in JP 3-16, and the joint land operations doctrine contained in JP 3-31. AR 34-1 provides Army policy for activities that contribute to force interoperability with unified action partners.

FM 3-0 provides the foundation for multidomain operations as the Army's operational concept. The Army warfighting functions discussed in FM 3-0 provide a guideline for this publication's content. ATP 3-94.1 should also be read along with material in ADP 5-0 on the operations process, FM 6-0 on commander and staff organization and operations, FM 3-16 on the Army in multinational operations, FM 3-94 on armies, corps, and division operations, and ATP 6-0.5 on command post organization and operations.

The Army has employed liaison units with dedicated C2 information systems since 1990, with the current organizational mission and structure created as digital liaison detachments in 2009. The Third Army first assembled additional personnel, equipment, and C2 information systems to enhance C2 and to facilitate unity of effort between all major ground force headquarters during OPERATION DESERT SHIELD. These standing liaison teams have significantly contributed to the overall success of U.S. forces since their creation. Theater liaison detachments combine the capabilities developed by these earlier liaison elements to further enhance Army, joint, interagency, and multinational operations.

This edition of ATP 3-94.1 made the following changes:

- Updates the name digital liaison detachment to theater liaison detachment.
- Incorporates the Army's operational concept found in FM 3-0.
- Incorporates liaison and commander and staff operations discussed in FM 6-0.
- Reorganizes text and discussions previously contained in appendices into the chapters.

ATP 3-94.1 contains three chapters and one appendix:

- **Chapter 1** provides an overview. It explains the theater liaison detachment, its mission, and its capabilities. First, it introduces the theater liaison detachment's core tasks and force structure. Next, it discusses the role and functions of liaison. The chapter concludes by discussing responsibilities and special considerations for liaison elements.

- **Chapter 2** discusses theater liaison detachment structure. First it describes the headquarters and teams. Next, it addresses potential liaison augmentees, theater liaison detachment support, and standard command relationships for the theater liaison detachment.
- **Chapter 3** addresses types of theater liaison detachment operations. The chapter first discusses employment of the theater liaison detachment during certain operations. The chapter covers planning considerations for these operations. Next, the chapter discusses command post and communication and information system requirements. The chapter concludes with a discussion on sustainment considerations.
- **Appendix A** discusses training considerations for the theater liaison detachment.

Chapter 1

Theater Liaison Detachment Characteristics

This chapter describes current mission characteristics of a theater liaison detachment (TLD). It introduces the role of liaison, liaison elements, and liaison functions. It then discusses liaison responsibilities and special considerations for liaison operations.

OVERVIEW OF THEATER LIAISON DETACHMENTS

1-1. The United States faces a strategic environment characterized by the reemergence of long-term competition with peer and near-peer threats. A key aspect of this environment is the U.S. commitment to develop partnerships and seek multinational solutions to military problems. The multinational nature of future U.S. military operations requires Army forces that can quickly integrate military forces from partner nations into operations. TLDs are a critical capability in these efforts.

1-2. TLDs provide the Army and the joint force with important capabilities that units can use in various ways across the competition continuum. TLDs facilitate interoperability, support the integration of capabilities, and synchronize warfighting functions to enhance the joint and multinational combat power that can be applied against an enemy force. These detachments bridge interoperability gaps between countries so the countries have unifying effects against a common enemy. Lastly, TLDs enable the effective use of joint and multinational capabilities in a combined arms approach to create complementary and reinforcing effects from multiple domains.

1-3. TLDs consist of personnel with expertise and equipment aligned to the warfighting functions and are organized and equipped in operations and maneuver, intelligence, fire support, logistics, and air and missile defense teams. This combined expertise and equipment enables detachments to analyze a situation as well as facilitate coordination among joint, interagency, and multinational forces. These detachments are essential for providing routine liaison and advising unified action partners at operational and tactical levels. These detachments operate primarily with multinational headquarters as a single entity for liaison with a major headquarters or as smaller teams with smaller headquarters elements. As small teams, the detachments can tailor command and control (C2) information systems and liaison to match a given mission. For example, liaison detachments previously assigned to Eighth Army received augmentation due to the unique noncombatant evacuation operations and joint reception, staging, onward movement, and integration requirements for that environment.

TLD Signal Support

The TLD has no organic signal team and depends on Army signal support for long-range communications and global network connectivity. Units must coordinate these requirements prior to the arrival and use of the TLD.

1-4. Commanders can embed TLDs with any joint or multinational force. However, TLDs work most effectively when partnered with forces that lack higher levels of interoperability with U.S. forces. TLDs are designed to overcome systems integration issues using C2 information systems to ensure mutual understanding, unity of purpose, and action between multinational and Army forces. Such systems can include command post of the future (known as CPOF), command post computing environment (known as CPCE), Advanced Field Artillery Tactical Data System (known as AFATDS), Global Combat Support System-Army (known as GCSS-A), Distributed Common Ground System-Army (known as DCGS-A), and Air and Missile Defense Workstation (known as AMDWS). TLDs may also link operations through other systems such as Tactical Airspace Integration System (known as TAIS) when augmented.

C2 Information System

These systems collect, process, store, display, and disseminate information. The primary purpose of C2 information systems is to enhance situational understanding, facilitate timely and accurate decision making, and expedite execution through efficient processing and managing of information.

1-5. TLDs enable U.S. forces to mitigate risks through better force management and more effective military-to-military multinational force interoperability during competition, crisis, and armed conflict. During mission analysis, units should identify as early as possible the anticipated levels of interoperability with specific partners to mitigate risk and achieve mission objectives. Early coordination and planning facilitate identifying interoperability gaps so that units can begin to integrate TLD capabilities into the plan.

1-6. While military liaison between allies has been a timeless requirement, the specific need for modern liaison detachments with interoperable C2 information systems and battle-tracking capabilities, such as TLDs, arose during OPERATION DESERT SHIELD. Since 1990, the Army has designated these units as mobile liaison teams, Army liaison teams (ALTs), combat support coordination teams (in Korea), and digital liaison detachments. Whatever the designation, possessing a dedicated liaison team capable of both general liaison and C2 information systems support has proven critical to successfully integrating unified action partners into U.S. operations.

THEATER LIAISON DETACHMENT MISSION

1-7. The TLD provides general liaison and command and control information system capabilities to Army units (theater and field armies, corps, and division headquarters) for connectivity with allied and multinational force units and other U.S. Services. To execute this mission, TLDs provide—

- Functional area expertise via liaison officers to joint and multinational headquarters.
- An information management interface capability for U.S. C2 information systems with a receiving unit's headquarters.
- Subject matter experts on the warfighting functions resident in TLD liaison teams.
- U.S. representatives inside a multinational headquarters to facilitate C2 by clarifying orders, interpreting commander's intent, and identifying and resolving issues.

See AR 34-1 for Army policy on achieving interoperability with unified action partners, FM 3-16 for fundamentals on multinational operations, and the North Atlantic Treaty Organization (NATO) Standardization Agreement 2281, and the American, British, Canadian, Australian, and New Zealand (ABCANZ) Publication 332 for more information on interoperability standards with NATO or ABCANZ partners.

THEATER LIAISON DETACHMENT CORE TASKS

1-8. The TLD executes its core task to enable mission success and provide a liaison capability to designated Army units. A TLD's core tasks are—

- To establish a liaison presence between the designated U.S. headquarters (sending unit) and the receiving unit's headquarters.
- To develop rapport within multinational headquarters, host-nation ministries, or nongovernmental organizations across the warfighting functions, as required.
- To develop rationalization and standardization agreements as required to facilitate staff interaction between multinational headquarters.
- To act as the forward information exchange and coordination center for joint or multinational forces.
- To rapidly assess and coordinate operational situations between headquarters.
- To move information between the sending and receiving units' headquarters.
- To provide project and program liaison support as required.
- To provide continuity between staff rotations to preserve momentum of current and future operations.

Note. TLDs are Reserve or National Guard component organizations that are provided to senior Army echelon or joint force commanders to perform liaison activities when activated. Normally, an Army commander forms a liaison element from their assigned or organic personnel, with that command referred to as the sending unit. In this publication, the senior Army echelon or joint force command to which the TLD is assigned or attached to for operations will be referred to as the sending unit.

THEATER LIAISON DETACHMENT AND FORCE STRUCTURE

1-9. TLDs currently exist in the Army National Guard and Army Reserve component. Commanders can tailor TLDs to match a given mission. Often a tailored mission involves long-term planning and training plus personnel and equipment to augment TLDs. The basis of TLD allocation is five per designated theater army, one per corps or division serving as a joint task force headquarters, or as approved by the Department of the Army. The support requirement for a coalition during counterinsurgency or foreign internal defense is one TLD for each multinational headquarters (division or above) and one for the host-nation ministry of defense. Other TLDs may be assigned directly to a theater army headquarters in priority theaters. TLDs assigned to a theater army or forward headquarters should be regionally aligned, as shown in table 1-1, to include requiring regional language and cultural training requirements when possible.

Table 1-1. Theater Liaison Detachment Force Structure

Unit	*Component*	*Location*
53rd Theater Liaison Detachment	National Guard	New York
114th Theater Liaison Detachment	National Guard	Mississippi
144th Theater Liaison Detachment	National Guard	Washington
230th Theater Liaison Detachment	National Guard	Tennessee
244th Theater Liaison Detachment	National Guard	Illinois
291st Theater Liaison Detachment	National Guard	Maryland
930th Theater Liaison Detachment	National Guard	Florida
206th Theater Liaison Detachment	Reserve	South Carolina
207th Theater Liaison Detachment	Reserve	North Carolina
208th Theater Liaison Detachment	Reserve	Colorado
209th Theater Liaison Detachment	Reserve	Germany
2500th Theater Liaison Detachment	Reserve	Italy

1-10. The Department of the Army may also regionally align TLDs in the Army Reserve to a theater army and forward station them outside of the United States. National Guard TLDs stationed in the United States normally may be mobilized to provide rotational depth but may also be regionally aligned or assigned missions based on a state's partnership program country. When not mobilized, National Guard TLDs are under control of the governor of their state while they train toward their TLD mission. Army Reserve TLDs operate under Army Reserve Command or command of a theater army. National Guard TLDs can also be employed for state domestic operations, such as liaison with state, local, tribal, and territorial agencies within the respective state.

Note. The State Partnership Program is a joint Department of Defense security cooperation program authorized by 10 USC, Section 341, and governed by DODI 5111.20. The program is managed by the National Guard Bureau, executed by the combatant commands, and sourced by the National Guard of the states and territories.

1-11. Mobilized Reserve Component TLDs are normally first assigned to United States Army Forces Command (known as FORSCOM) and then to a specific headquarters as the sending unit. Reserve Component TLDs in the continental United States come immediately under the command and training readiness oversight of FORSCOM. FORSCOM has delegated this training readiness oversight to commander, First Army.

1-12. When employed, TLDs may be deployed to conduct operational or training missions. TLDs may conduct training, exercises, or operational tests and experiments with other Services, governmental agencies, or military security forces from other nations (especially if regionally aligned). When activated, TLDs may remain available as contingency forces to meet the Army's mission requirements. (See Title 10 United States Code, Title 32 United States Code, and AR 600-8-111 for more information about Army mobilization.)

1-13. The mobilization and deployment requirements associated with the Reserve and National Guard Components may impact liaison requirements during the transition to crisis or conflict. The five Regular Army security force assistance brigades provide liaison capabilities and C2 information systems (except Air and Missile Defense Workstations) that are present in TLDs. Security force assistance brigades can conduct liaison activities if TLDs are unavailable during the mobilization process or as required by mission. (See ATP 3-96.1 for more information on security force assistance brigades.)

THEATER LIAISON DETACHMENT SUPPORT FOR UNIFIED ACTION

1-14. TLDs conduct liaison to support unified action. *Unified action* is the synchronization, coordination, or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort (JP 1, Volume 1). Multidomain operations are the Army's contribution to unified action; TLDs provided by the Army to joint forces, interagency partners, or multinational partners enable these operations. TLDs provide a critical liaison capability during operations, which seeks to enable all available capabilities in unexpected combinations that create and exploit relative advantages. Leaders must employ all unified action partners to the greatest extent possible. TLDs are critical to ensuring that conventional forces, special operations forces, allies, partner-nation forces, territorial defense forces, and any other organization or individual can legally be involved to achieve objectives.

ROLE OF LIAISON

1-15. TLDs and other liaison elements organized from within an Army headquarters share common roles and responsibilities when providing liaison capabilities. Both TLDs and organic liaison elements establish liaison between a sending and a receiving unit. While TLDs do not share the established relationship with the commander and staff that an organic liaison element has with its organic headquarters, TLDs do operate on behalf of a designated sending unit based on their assigned mission. Theater armies determine where they require TLD capabilities within their operations and contingency plans so Department of the Army headquarters can resource those requirements. Regionally aligned TLDs provide the greatest habitual relationships, but all TLDs must place additional emphasis on building relationships with both the sending and receiving units' commanders and staffs. Understanding the roles and responsibilities of liaison officers and teams are critical to TLDs to build common understanding between the sending unit they are assigned to as well as to the Army, joint, or multinational receiving unit that hosts them.

1-16. TLDs provide a liaison capability to help reduce uncertainty and mitigate risk. *Liaison* is that contact or intercommunication maintained between elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action (FM 6-0). Commanders use TLDs to establish and maintain close communication. Liaison continuously enables direct, physical communication between commands. Commanders use liaison during operations to facilitate communication between organizations, preserve freedom of action, and maintain flexibility.

1-17. Liaison provides Army or joint force commanders with relevant information and answers to operational questions. TLDs facilitate communication of information related to the common operational picture (COP) and mission accomplishment between the sending headquarters and the receiving headquarters. In addition to passing information, liaison personnel can add meaning and context to information they send and receive. Liaison elements usually report to the chief of staff. These personnel are not planners though they work closely with plans cells and the staff sections as required.

1-18. Liaison activities augment the sending commander's ability to synchronize and focus combat power. Such activities include establishing and maintaining physical contact and communication between elements of military forces and nonmilitary agencies during unified action. Liaison activities enable—

- Cooperation and understanding between commanders and staffs of different headquarters.
- Coordination on tactical, operational, and strategic matters to achieve unity of effort.
- Synchronization of lethal and nonlethal effects.
- Understanding of implied or inferred coordination measures to achieve synchronized results.

LIAISON ELEMENTS

1-19. TLDs are specifically designed for their missions. They are organized into standard liaison elements which consist of an individual liaison officer, a liaison team, or a full TLD. Based on the situation and types of operations, sending units use different types of liaison elements to assist with C2. Army or joint force commanders organize TLDs and their liaison elements based on the mission variables and echelon of command with which they will be liaising. Common ways to organize liaison elements include—

- An individual liaison officer (LNO).
- A liaison team of two or more LNOs.
- A liaison detachment of two or more liaison teams.

LIAISON OFFICERS

1-20. The assigned LNO represents a commander or staff officer. LNOs generally transmit information directly between commands and may often bypass headquarters and staff sections. The task and its complexity determine the required qualifications and rank of the LNO assigned. At higher echelons, the complexity of operations often requires an increase in the rank required for LNOs, as illustrated in Table 1-2.

Table 1-2. Senior liaison officer rank by echelon

Echelons	***Recommended Rank***
Theater army, multinational, or joint force commander*	Colonel
Corps	Colonel
Division	Lieutenant Colonel
Brigade, regiment, and group	Captain
Battalion	Lieutenant
* These echelons include joint force commanders and functional component commanders and may also include major interagency and international organizations.	

1-21. As a representative, the LNO has access to the commander consistent with the duties involved. However, for routine matters, LNOs work for, receive direction from, and report to the chief of staff or (at lower echelons) the executive officer. The chief of staff clearly establishes reporting requirements, and the LNO makes reports on a regular basis to the sending unit. In addition, the commander may delegate the operations staff as the coordinating staff responsible for liaison officers. Using one officer to perform a liaison mission conserves manpower while guaranteeing a consistent, accurate flow of information. However, continuous operations require a liaison team or detachment.

1-22. LNOs from a TLD integrate with the sending unit as well as the receiving unit to which LNOs are sent. Integration with the sending unit is equally important for TLDs as they do not typically have the organic or habitual relationship with the headquarters to which they are assigned for a specific operation. Coordination with the sending unit prior to the mission is critical to building these relationships before establishing liaison with the receiving unit. Because LNOs represent the commander, they must—

- Understand how the commander thinks and interpret the sending commander's messages.
- Convey the sending commander's intent, guidance, mission, and concept of operations.
- Represent the sending commander's position.
- Know the sending unit's mission; current and future operations; tactics, techniques, and procedures; organization; disposition; capabilities; and logistics status.
- Appreciate and understand the receiving unit's tactics, techniques, and procedures; organization; capabilities; mission; staff procedures; and customs. Specifically, LNOs are familiar with—
  - Requirements for and the purpose of liaison.
  - The liaison system and its reports, documents, and records to include memorandums of understanding with the host nation.
  - Liaison team training.
- Observe the established channels of command and staff functions.
- Be of sufficient rank to represent their commander effectively to the receiving unit's commander and staff. This can be vitally important when liaising with multinational forces where distinctions between ranks can be especially stark.
- Be trained in their functional responsibilities.
- Be tactful.
- Possess the necessary local cultural and language expertise and advanced regional expertise, if possible.

Liaison Teams and Detachments

1-23. A liaison team typically consists of two or more LNOs (or LNOs with a liaison noncommissioned officer in charge) and clerical or communications personnel (as required) along with equipment and C2 information systems. Commanders use a liaison team when the volume or intensity of the duties required exceeds the capabilities of an individual LNO or the separation of units and networks prevents an individual LNO from maintaining situational awareness and connectivity. Multiple teams can be formed into a liaison detachment when the duration, complexity, specialization, or systems requirements exceed the capabilities of a liaison team.

FUNCTIONS OF LIAISON

1-24. Liaison elements, whether individual LNOs or in teams or detachments, perform several critical functions that are consistent across all military operations. The extent that liaisons perform these functions depends on the mission and the charter established by the sending unit's commander. The four basic functions of liaison are—

- Monitor operations.
- Coordinate among staffs.
- Advise on capabilities.
- Assist in the passing of information.

Monitor Operations

1-25. A liaison monitors operations of both sending and receiving organizations and understands how each affects the other. To monitor, a liaison must understand the commander's intent and battle rhythms of both organizations. Liaisons continually build working relationships among each organization's staffs and assess where they need to be during the daily operations cycle. These details help the liaison monitor an operation while maintaining a working relationship between the sending and receiving organizations.

COORDINATE AMONG STAFFS

1-26. Coordination among staffs alleviates problems before they become elevated. Liaisons can assist with forecasting reporting requirements among the staffs. Liaisons may also provide required information from available sources and reduce the demand for information requests or reports. Liaisons share releasable standard operating procedures (SOPs), organizational charts, and report formats between the sending and receiving unit to enhance the communications process. Staff-to-staff coordination should be the primary means of communications, while the liaison provides a critical capability for improving coordination.

ADVISE ON CAPABILITIES

1-27. A liaison provides the receiving unit expertise on the sending unit's capabilities and limitations. The liaison advises the receiving headquarters' commander and staff on the optimum employment of the sending unit's capabilities. An effective liaison can answer capability questions posed by the receiving headquarters and other units. However, liaisons only have authority to make decisions on allocating capabilities that the sending unit commander has delegated to them. Liaisons exercise caution to ensure that they do not obligate the sending unit to missions that exceed the specified scope of the operation or that they pass information that units should forward through normal command channels.

ASSIST IN THE PASSING OF INFORMATION

1-28. Liaisons assist in the passing of information on two levels. First, they act as the conduit between the sending command and the receiving command. For example, to further assist the information flow between commands, the liaison reviews message addresses and distribution lists. This ensures that official correspondence between commands is routed properly. Second, liaisons integrate themselves into the receiving unit's daily operations to provide the most current information for decision making. By integrating themselves into the receiving unit's daily operation cycle and battle rhythm, liaison elements can answer questions from groups such as the targeting cell, plans cell, and command group to ensure those groups make informed decisions.

LIAISON RESPONSIBILITIES

1-29. TLDs must be familiar with the various responsibilities associated with establishing liaison between different organizations. When possible, a liaison is reciprocal among supporting, supported, and adjacent organizations. This means each organization sends a liaison element to the other elements. It must be reciprocal when U.S. forces are placed under the control of a headquarters of a different nationality and vice versa, or when brigade-sized and larger formations of different nationalities are adjacent. During large-scale combat operations, planners prioritize TLDs to establish a liaison with the appropriate host-nation forces. When liaison is not reciprocal, the following practices apply:

- Lower-echelon units establish liaison with higher echelons.
- Units on the left establish liaison with units on their right.
- Supporting units establish liaison with units they support.
- Units of the same echelon and units in the rear establish liaison with those to their front.
- Units not in contact with the enemy establish liaison with units that are in contact with the enemy.
- During a passage of lines, the passing unit establishes liaison with the stationary unit.
- During a relief in place, the relieving unit establishes liaison with the unit being relieved.

1-30. If liaison is broken, both units act to reestablish contact. However, the primary responsibility rests with the unit originally responsible for establishing liaison. As a rule, U.S. Army commanders avoid establishing liaison from higher echelon to lower echelon. Such action runs counter to the philosophy of mission command and may create the appearance of a lack of trust between a superior commander and subordinates.

1-31. Maintaining effective liaison is a significant responsibility, and TLDs require additional consideration as they are an augmentation to the sending unit. Liaisons must be an integral part of both the receiving and sending unit staffs. The sending unit's planners clearly establish a TLD during its operations process. The sending unit's planners incorporate the TLD as early as possible into their operations process to increase the effectiveness of liaison operations. TLDs and other liaison elements have specific responsibilities throughout a liaison tour. These responsibilities can be distributed:

- Sending unit responsibilities.
- Receiving unit responsibilities.
- Liaison responsibilities.

SENDING UNIT RESPONSIBILITIES

1-32. A sending unit's primary responsibility is to select and train the best qualified Soldiers for liaison duties. While a sending unit does not directly select or train TLD personnel, the unit remains responsible for ensuring that it adequately integrates the TLD into its operations. The sending unit ensures the TLD has sufficient onboarding time with the unit commander and staff. The sending unit also establishes and describes liaison procedures in its unit SOP concerning TLD personnel. At a minimum, the SOP includes a liaison handbook, sample questions that effective liaisons can answer, and methods to coordinate the required support to enable TLD operations.

1-33. The sending unit is also responsible for providing signal support personnel and ensuring final coordination with the receiving unit has occurred. Signal support is essential to establishing communications and network requirements based on the locations and missions of TLDs. Additionally, the sending unit identifies the liaison element capabilities to the receiving unit and provides the number and types of vehicles, personnel, equipment, call signs, and frequencies used by the liaison element. Lastly, sending units identify liaison requirements for such things as transportation, identification and credentialing, systems clearance and access, courier orders, and linguistic support.

RECEIVING UNIT RESPONSIBILITIES

1-34. Units have responsibilities to provide access and support to arriving liaison elements. Without adequate access to unit meetings and facilities as well as life support, liaisons cannot accomplish their duties. The receiving unit provides link-up procedures as well as tactical and logistics information relevant to the liaison's mission and transit to the receiving unit. Receiving units ensure that the liaison has access to the commander and other key staff, initial briefings on operations, and battle rhythm events. Lastly, the receiving unit is responsible for providing protection to liaison elements.

IMPLEMENTING LIAISON RESPONSIBILITIES

1-35. Successful liaison elements establish and maintain trust before arriving at a receiving unit. Through frequent in person meetings, liaison elements monitor and facilitate both routine staff coordination activities and long-term planning activities between the sending and receiving unit. Liaison elements have different responsibilities based on the stage of the liaison tour. When possible, TLDs complete inprocessing or pre-mission coordination to verify the concept of operations with the sending unit's commander and staff. Inprocessing takes place upon the liaison element's arrival at the receiving unit. Complete inprocessing typically includes security and credential checks, meeting with the commander and staff, reporting arrival to sending unit, and delivering designated correspondence.

1-36. During their tour, liaisons inform the receiving unit's commander or staff of the sending unit's needs or requirements. Once at the receiving unit, liaisons provide regular reports to the sending unit. However, liaisons guard against inundating the receiving unit with formal requests for information. Liaisons can also rapidly answer questions from the sending unit and keep the receiving unit from wasting planning time answering requests for information. Throughout the tour, a liaison's responsibilities focus on performing the functions of liaison and staying centered on enhancing communications and coordination between both organizations. For example, effective liaisons keep the sending unit updated on the receiving unit's upcoming missions, tasks, and orders. Another example is liaisons actively obtaining information from the sending unit and resolving issues without interfering with the receiving unit's operations.

1-37. Once the tour is complete, liaisons complete and send both units a liaison disestablishment report. This report informs both units that the element is leaving the network and is no longer capable of conducting liaison at any level beyond unsecure voice. Establishment and disestablishment reports are part of unit SOPs, and TLD personnel must become familiar with formats and reporting requirements established by the sending unit. Upon return to the sending unit, liaison elements complete after-tour duties such as briefing key leaders and staff or completing required reports and after-action reviews. Final reports and briefings from the liaison provide clear, concise, and complete information relevant to mission-related observations. (For more information about liaison and liaison responsibilities, refer to FM 6-0 and ATP 5-0.2-1.)

LIAISON SPECIAL CONSIDERATIONS

1-38. Liaison practices for TLDs operating with other unified action partners require greater liaison efforts than a liaison between Army headquarters. Most of these operations involve liaisons understanding other staff organizations, doctrine, and authorities. Liaisons implemented during contingency, joint, interagency, and multinational operations may require additional training, information systems, and expertise to accomplish their missions.

LIAISON AND MULTINATIONAL OPERATIONS

1-39. The Army strives for collective multinational land forces interoperability. *Interoperability* is the ability to act together coherently, effectively, and efficiently to achieve tactical, operational, and strategic objectives (JP 3-0). The level of interoperability depends on national objectives, Department of Defense objectives for the partner nation, the expected missions the partner is likely to perform in multinational operations, the partner's current and projected military capabilities, and the partner's own objectives. Army units often operate as part of a multinational force. Interoperability is an essential requirement for multinational operations. The level of interoperability depends on the alignment of human, procedural, and technical interoperability dimensions and is depicted in Figure 1-1 on page 10, as established by AR 34-1.

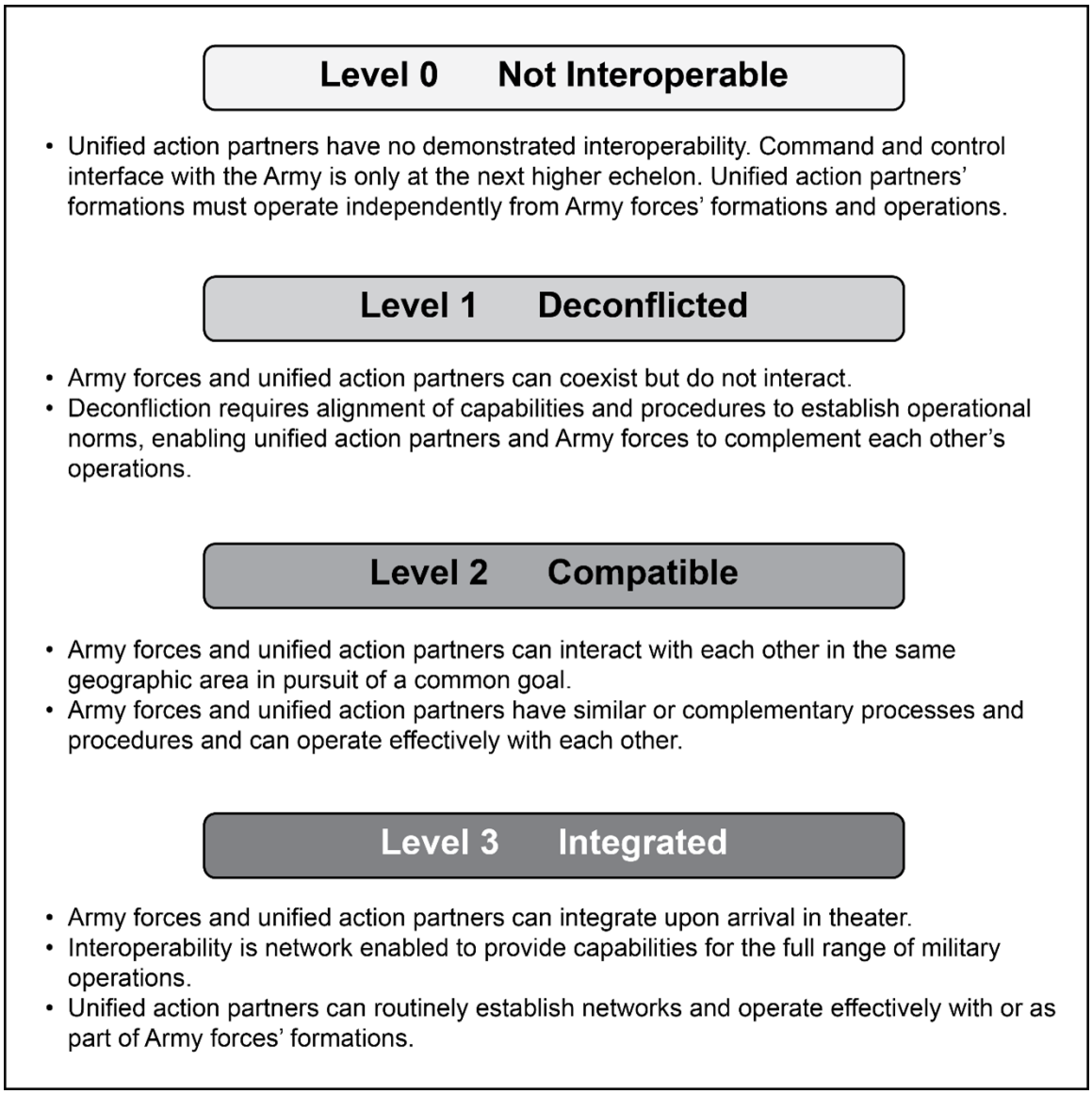


Figure 1-1. Levels of interoperability

1-40. Interoperability with multinational partners can also be related to the ability to use common networks or information management frameworks. *Information management* is the science of using procedures and information systems to collect, process, store, display, disseminate, and protect data, information, and knowledge products (ADP 6-0). As one component of information management, Army C2 information systems collect, process, store, display, and disseminate information. This includes computers—hardware and software—and communications, as well as policies and procedures for their use.

1-41. The primary purpose of C2 information systems is to enhance situational understanding, facilitate timely and accurate decision making, and expedite execution through efficient processing and managing of information. Army liaison officers, teams, and detachments require C2 information systems that can rapidly exchange information between multinational commands to ensure Army force operations are synchronized with operations of both the joint and multinational forces and joint functional or Service components. However, not all U.S. military information systems interoperate completely with all possible multinational partners. TLDs may focus on procedural (rather than human and technical) components to ensure effective information management and interoperability.

1-42. Information systems and communications networks are not the sole components of interoperability or information management. The human, technical, and procedural interoperability dimensions must also be considered as part of information management. TLDs provide both the human liaison skills needed to develop effective procedures and C2 information systems needed to improve interoperability between U.S. and multinational partners. TLDs are particularly critical when operations are conducted with multinational forces with lower levels of interoperability.

1-43. A TLD and sending unit planners must identify TLD C2 information systems requirements when preparing for operations. TLDs may require prioritization during system modernization fielding to ensure compatibility with the sending unit or require information system augmentation to increase TLD capacity or capabilities. Additionally, without essential signal support from the sending unit to establish and maintain network and communication connectivity, TLDs cannot integrate their C2 information systems into Army, joint, or multinational networks.

1-44. Nations whose forces have higher levels of interoperability can operate together effectively in numerous ways. For example, The *ABCANZ Coalition Operations Handbook* (also called ABCANZ Publication 332 Edition 7) provides coalition planning questions that a coalition task force commander answers to mitigate interoperability gaps. That handbook or other ABCANZ standards helps coalition functional area planners to write an integrated coalition operation order. When operating with unified action partners at higher interoperability levels, TLDs may leverage existing partner standards to support their liaison capabilities. (Refer to ATP 6-02.12 for more information about network planning and mission partner environments.)

1-45. Less interoperable forces have correspondingly fewer ways to work together. Frequently these gaps are associated with C2 information systems. However, important areas of interoperability include doctrine, procedures, communications, and training. Factors that enhance interoperability include planning for interoperability, the conduct of multinational training exercises, staff visits to assess multinational capabilities, a command atmosphere that rewards sharing information, and command emphasis to eliminate the sources of confusion and misunderstanding. When operating with lower-level interoperable forces, effective human and procedural dimension solutions can mitigate technical dimension gaps.

1-46. Reciprocal liaison with countries lacking compatible information systems is challenging. Multinational forces with which the United States operates may not have compatible information systems with U.S. or other systems. Some nations may have little or no computerized information systems. Reciprocal liaison is especially important under these conditions. Mutual trust and confidence are the key to making these multinational operations successful. Liaison during multinational operations includes explicit coordination of doctrine tactics, techniques, and procedures.

1-47. Effective liaison requires patience and tact during personal interactions. Liaison personnel need to thoroughly understand the strategic, operational, and tactical aims of the international effort. Foreign disclosure limitations require special communication arrangements to address cultural differences and sensitivities and ensure explicit understanding throughout the multinational force. Two structural enhancements that improve the coordination of multinational forces are liaison networks and coordination centers. TLDs are specifically designed to provide an Army force commander with a liaison network or coordination center capability.

1-48. TLDs are primarily designed for interface with partner forces at interoperability levels 1 or 2 as depicted in Figure 1-1 on page 10. Units can employ TLDs at interoperability level 0, but they would require significant augmentation to overcome C2 interoperability barriers. At interoperability level 3, a TLD's C2 information systems may be redundant with the host-nation systems. In this case, non-TLD liaison elements may be more appropriate.

Intelligence and Information Sharing

1-49. Intelligence sharing is the most contentious issue in multinational operations, and it is one that commanders fully address to ensure everyone understands national policy limitations. Commanders know other nations' positions on intelligence and information sharing. Within those constraints, commanders ensure that intelligence is shared to the greatest degree possible, especially if required for mission accomplishment and force protection. The speed of information sharing improves the TLD's ability to support unity of effort and C2 between U.S. and multinational forces. (Refer to FM 6-0, ATP 3-16.02, ATP 6-02.12, and ATP 6-02.70 for more on information sharing, write for release, and the mission partner environment.)

1-50. TLD personnel are critical to the effective sharing of intelligence and information with multinational partners and must incorporate effective sharing processes into their operations. TLDs coordinate with the sending unit's foreign disclosure office based on the policies, directives, and laws that governs the National Disclosure Policy (known as NDP-1) and the release of classified information. However, all TLD personnel must understand the Army's write for release process. When available, TLDs may help the sending unit integrate mission partners' systems using common information technology infrastructure, enterprise services, and architectures on the mission partner network that support the mission partner environment.

1-51. The write for release process is a five-step, requirements-driven process that can start, stop, skip, and restart as the mission and receipt of information dictates. The write for release process is an organizational process used to create, write, produce, and disseminate all information within the mission partner environment. This process involves and affects any partners operating in the mission partner environment. The write for release process belongs to the commander. A successful process requires the entire staff to understand and operate within the commander's intent for intelligence and information sharing. (See ATP 3-16.02 for more information on the write for release process.)

Liaison Network

1-52. Differences in doctrine, organization, equipment, training, and national law among unified action partners create a demand for a robust liaison structure to facilitate operations. Not only is the use of liaison an invaluable confidence-building tool between the multinational force commander and lower levels of different nationalities, but it is also a significant source of information for the multinational force commander. During multinational operations, U.S. forces establish liaison early with forces of each nation. Early liaison fosters a better understanding of mission and tactics, facilitates an ability to integrate and synchronize operations, assists in the transfer of vital information, enhances mutual trust, and develops an increased level of teamwork.

Coordination Centers

1-53. A multinational coordination center (MNCC), often referred to as a coalition coordination center, is another means of increasing multinational coordination. U.S. commanders routinely create such a center in the early stages of any multinational effort, especially one operating under a parallel command structure. The MNCC typically focuses on coordination of multinational force operations, which will most likely involve classified information. The MNCC helps to integrate participating nations' military forces into the multinational planning and operations processes, enhancing coordination and cooperation and supporting an open and full interaction within the multinational structure.

1-54. Initially, multinational commanders use a coordination center as the focal point for support issues such as force sustainment, alert and warning, host-nation support, movement control, and training. However, as a multinational force matures, units often expand the role of the coordination center to include command activities. The coordination center fuses operational information, monitoring, and managing information dissemination across the multinational force to produce shared situational awareness and enable understanding.

1-55. Commanders may also form other types of coordination centers based on mission requirements. Civil military operations centers serve as the primary coordination interface for U.S. forces, humanitarian organizations, and international organizations. Media operations centers are organized to manage interactions with civil media agencies. Other functional coordination centers may also be established within an overall combined logistics coordination or support command for a multinational operation. Activities centrally coordinated or controlled by such centers would include movement control, operational contract support (known as OCS), theater-level logistic support operations, overall medical support, and infrastructure engineering. Multinational forces may augment the coordination center staff with linguists and requisite communications capabilities to maintain contact with their parent headquarters. (Refer to JP 3-16 and FM 3-16 for more details on liaison and MNCCs during multinational operations, ATP 3-57.70 for more information on civil-military operations centers, and FM 3-61 form more information on media operations centers.)

LIAISON AND CONTINGENCY OPERATIONS

1-56. Contingency operations create an increased need for liaison and may occur during competition or crisis. Unfamiliarity with the area of operations increases risk and reduces planning effectiveness. Delays in the dissemination of information and activation of TLD personnel may affect planning and deployment schedules. New command relationships and newly task-organized units may also result in slower staff coordination and actions due to unfamiliarity with SOPs, unit equipment, and personnel.

1-57. Effective liaison improves commanders' understanding and reduces the possibility of conflicting guidance, frequent planning changes, and inefficient execution of deployment tasks. During deployment, LNOs act as critical information conduits.

1-58. Effective LNOs understand their commander's critical information requirements. Information requirements during deployment might include—

- The type of transportation the unit needs for deployment and resupply.
- The information systems and intelligence products available.
- The level and extent of protection the unit needs as it arrives, disembarks, and prepares for operations.
- Staging area requirements.
- The sustainment that the Army component of a joint force must provide to other Service components.
- Local tactical intelligence products otherwise unavailable.
- Unit movement officer responsibilities.

LIAISON AND JOINT OPERATIONS

1-59. Serving as a liaison to a joint forces headquarters typically proves more challenging than serving to an Army headquarters. Effective liaisons serving on a joint headquarters must adequately understand joint doctrine, a joint headquarters organization, and joint headquarters functions. Joint terminology used at the joint headquarters may have different definitions and associated connotations than Army terminology. Therefore, LNOs must ensure they achieve mutual understanding with and communicate the meaning to—not simply the terms—the commander and organization which they represent. Liaisons determine the best methods to communicate with their sending unit.

1-60. A joint force command's liaison requirement includes, at a minimum, liaison with other components (either functional or Service) of the joint force. Commanders may use TLDs to fill these roles. A joint task force may also require additional liaison with other organizations such as a joint force headquarters, major subordinate commands, and multinational land forces not assigned to the command. Command relationships and mission accomplishment influence LNO and TLD requirements. (Refer to JP 3-33 for more information on the joint force headquarters, JP 3-0 for more information on joint operations, and JP 3-31 for more information on joint land operations.)

LIAISON AND INTERAGENCY OPERATIONS

1-61. Army forces may participate in interagency operations across the competition continuum and range of military operations, especially when conducting stability or defense support of civil authorities (DSCA) operations. Frequently, Army forces conduct operations in cooperation with or to support other governmental agencies. Relationships in these operations are rarely based on standard military command and support relationships; rather, national laws or specific agreements for each situation govern the specific relationships in interagency operations.

1-62. During interagency operations, commanders may assign TLDs to provide additional liaison capabilities between federal or state military forces and various U.S. civil agencies. Federal military forces that respond to a domestic disaster will support the Department of Homeland Security, specifically the Federal Emergency Management Agency. National Guard forces working in a state on active duty status or conducting National Guard DSCA operations will support that state's emergency management agency. TLDs can be used to establish liaison between forces in a Federal Title 10 status with forces in a state or Title 32 status, or with those under local government control at a local incident command post. National Guard forces federalized under Title 10 United States Code support the Federal Emergency Management Agency.

1-63. The goal is always unity of effort of military forces and civilian agencies, although unity of command may not be possible. *Unity of effort* is coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization that is the product of successful unified action (JP 1, Volume 2). Effective liaison and continuous coordination become keys to mission accomplishment. Some missions require coordination with nongovernmental organizations. While no overarching interagency doctrine delineates or dictates the relationships and procedures governing all agencies, departments, and organizations in interagency operations, the National Response Framework provides some guidance.

1-64. Effective liaison elements work toward establishing mutual trust and confidence by continuously coordinating actions to achieve cooperation and unity of effort. In these situations, LNOs and their teams require a broader understanding of the interagency environment as well as responsibilities, motivations, and limitations of nongovernmental organizations. Liaison elements also require a broader understanding of the relationship these organizations have with the U.S. military. TLDs may provide the basis for interagency and interorganizational liaison. (Refer to JP 3-08 for more information on interorganizational cooperation.)

Chapter 2

Theater Liaison Detachment Organization

This chapter describes the organization of a TLD's headquarters and teams. It includes a breakdown of each element's manning and equipment. After providing an overview of the TLD's headquarters, the chapter then addresses operations and maneuver, intelligence, air and missile defense, logistics, and fire support teams. The chapter concludes with a discussion on potential TLD augmentations, standard equipment, support requirements, and command relationships considerations.

ORGANIZATION OF THE THEATER LIAISON DETACHMENT

2-1. The TLD consists of 30 personnel organized into six elements as follows: headquarters, operations and maneuver, intelligence, air and missile defense, logistics, and fire support. Figure 2-1 provides an illustration with the manpower listed.

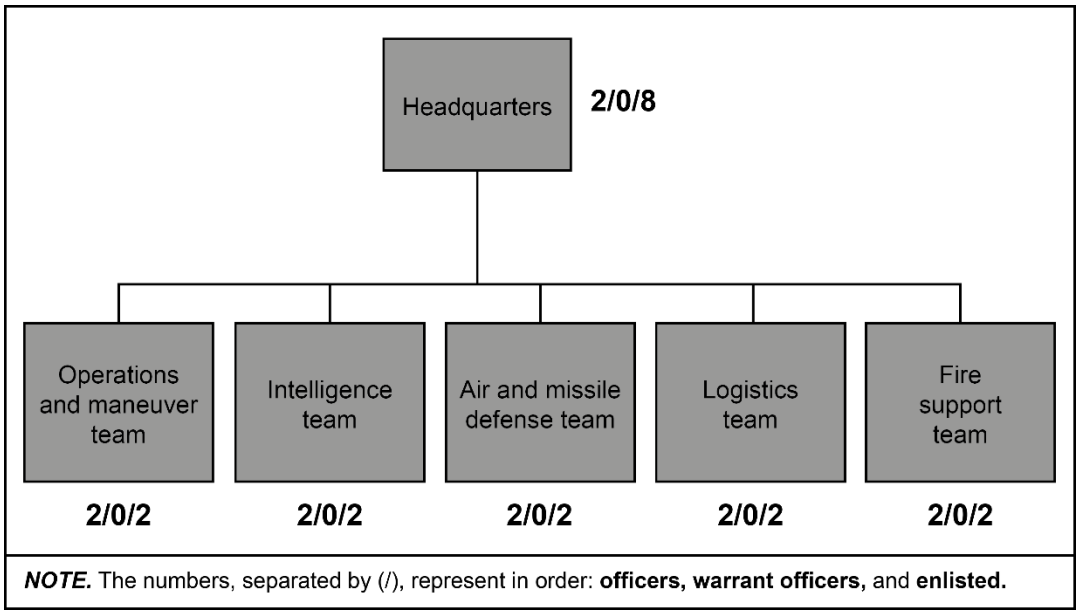


Figure 2-1. Theater liaison detachment functional organization

HEADQUARTERS

2-2. The headquarters provides C2 of the TLD. The headquarters ensures that all administrative functions pertaining to the overall operation of the TLD are planned, coordinated, and executed. The headquarters establishes contact with both the sending unit and the receiving headquarters to coordinate administrative matters. The headquarters advises the sending unit's commanders on appropriate TLD employment, tailoring, and augmentation for the mission and desired end state.

Headquarters Functions

2-3. TLD commanders establish and use systematic processes and procedures to organize the activities functions within their headquarters. The functions of the headquarters include, but are not limited to, the following:

- Prepare TLD personnel and equipment readiness and training.
- Organize the teams of the TLD for conduct of daily operations.
- Ensure all information routed to the TLD is screened and distributed to the appropriate teams.
- Ensure all outgoing information is in the proper format and that file copies are retained in the journal.
- Reproduce and disseminate documents to teams.
- Provide administrative, maintenance, and medical support as needed.
- Collect log journals from each TLD team and maintain the official historical file.
- Coordinate with the sending and receiving units for support.
- Maintain accountability of TLD personnel.
- Coordinate signal support provided to the TLD.
- Deploy, connect, and support organic and augmented equipment into operating configurations.

Headquarters Manning

2-4. A TLD headquarters is manned with the personnel, communications equipment, and a broad range of expertise capable of analyzing the situation, facilitating coordination between unified action partners, and assisting in cross-boundary information flow and operational support. The headquarters consists of the following personnel: commander, executive officer, sergeant major, senior operations noncommissioned officer (NCO), unit supply sergeant, senior mechanic, two information management specialists or drivers, and two combat medic specialists.

Commander

2-5. The TLD commander is the senior Army liaison officer at a multinational or other headquarters. The commander has the responsibility of personally representing the commander of the sending unit and coordinating their interests with the receiving unit. The relationships among the TLD commander, the commanders of the sending and receiving units, and other Service and multinational representatives is critical. A major component of a well-executed liaison plan is trust built through close personal relationships. The art of liaison aims to build and maintain this trust and confidence.

2-6. The TLD commander ideally is joint professional military education (known as JPME) Phase 2 qualified to liaise with other governmental agencies, foreign governments, nongovernmental organizations, and multinational elements. If required by their state, National Guard commanders of TLDs may also be dual status commanders capable of commanding both Title 32 and Title 10 forces.

2-7. The TLD commander's responsibilities include the following:

- Establish the TLD.
- Integrate and synchronize the sending unit's operations and maneuver, intelligence, air and missile defense, logistics, and fire support elements with those of the receiving unit.
- Ensure the sending unit's operations are supported by coordinated planning and execution with the receiving unit.
- Effectively integrate additional liaison personnel provided by Army, joint, and multinational forces headquarters into the TLD.
- Ensure that effective liaison takes place.
- Advise both the sending and receiving commanders regarding coordination activities.
- Build a working environment which supports the sending unit's priorities and causes the receiving commander to seek out the TLD commander's advice.
- Work closely with the sending unit's commander, chief of staff, and operations staff.

Executive Officer

2-8. The TLD executive officer performs duties assigned by the TLD commander. The executive officer should attend the Digital Master Gunner Course. Some of the duties of the TLD executive officer include the following:

- Supervise the TLD in the absence of the commander.
- Coordinate signal and network support provided by the sending unit.
- Serve as the unit foreign disclosure representative for the sending unit.
- When conducting split detachment operations, serve as the senior liaison officer to the receiving command.
- Supervise teams or functions of the TLD as specified by the TLD commander.

Chief Operations Sergeant Major

2-9. The chief operations sergeant major is assigned duties by the TLD commander as both the senior enlisted advisor and the senior operations sergeant major of the TLD. Ideally, the chief operations sergeant major completes the Joint Personnel Recovery Agency Course, Digital Master Gunner Course, and Personnel Recovery Managers Course. The duties and responsibilities may include the following:

- Serve as the senior enlisted liaison NCO.
- Supervise training of TLD personnel.
- Coordinate human resources and life-support requirements with sending and receiving units.
- Supervise establishment of TLD operations.
- Establish shift plans in the teams.

Detachment Sergeant

2-10. The detachment sergeant performs duties assigned by the commander for the conduct of TLD activities. These include the following:

- Perform internal personnel and administration tasks of a unit first sergeant and supervise headquarters personnel.
- Supervise administration and logistics for the TLD.
- Coordinate TLD life-support needs with the receiving unit.
- Help establish communications and automatic data processing links with designated headquarters.
- When conducting split detachment operations, serve as the senior enlisted liaison NCO to the receiving unit.

Unit Supply Sergeant

2-11. The supply sergeant performs duties assigned by the chief operations sergeant major for the conduct of TLD activities. These duties include the following:

- Have responsibility for the overall supervision of TLD unit supply.
- Perform duties involving requests, receipt, storage, issue, accountability, and preservation of individual, organizational, installation, and expendable supplies and equipment.
- Establish and maintain property accountability procedures for the TLD.
- Operate Global Combat Support System-Army.

Wheeled Vehicle Mechanic

2-12. The wheeled vehicle mechanic is responsible for validating that personnel perform operator and crew-level preventive maintenance checks and services on all assigned equipment in the TLD. Duties include the following:

- Provide and coordinate training to ensure all Soldiers train on performing operator-level maintenance on assigned vehicles.
- Perform duties as master driver for the TLD.
- Advise the TLD commander on all maintenance issues in the TLD.
- Ensure personnel prepare vehicles and associated equipment for deployment to support all TLD operations.
- Have responsibility for requesting necessary repair parts.
- Augment sending unit's maintenance facility when not required at receiving unit's location.

Information Systems Specialists

2-13. The information systems specialists' primary responsibility is to troubleshoot the communications electronic links from the TLD to the sending unit and other designated agencies. These specialists ideally graduate from the Digital Master Gunners Course. These personnel also serve as drivers for the TLD commander and executive officer. Vital to performing these duties is experience or training in the following:

- Global Command and Control System-Army.
- Distributed Common Ground System-Army.
- Associated software protocols.

2-14. Information systems specialist tasks can include the following:

- Oversee scheduled and unscheduled maintenance on all C2 information systems and associated equipment.
- Advise the TLD commander on all information systems issues in the TLD.
- Ensure equipment is prepared for deployment to support all TLD operations.
- Assist in performing preventive maintenance checks and services on wheeled vehicles and associated equipment in the TLD.

Combat Medic Specialists

2-15. The combat medic specialists are responsible for all medical operations and equipment within the detachment. Combat medic specialists' duties include the following:

- Supervise and oversee all Army health system activities within the detachment.
- Provide and coordinate all tier 1 and tier 2 tactical combat casualty care training in the unit.
- Receive, distribute, and maintain adequate medical supplies needed to support all operations.
- Routinely conduct inventories, inspections, and preventive maintenance checks and services on all medical equipment assigned to the unit.
- Coordinate the medical evacuation plan during all operations.
- Coordinate with the supporting medical treatment facility to resolve medical issues for TLD personnel.
- Augment the sending unit's medical treatment facility when not required at receiving unit location.

OPERATIONS AND MANEUVER TEAM

2-16. The TLD operations and maneuver team coordinates related tasks and systems between the sending and receiving units. The team focuses on tasks and systems that move and employ forces to achieve a position of relative advantage over an enemy and other threats. This team consists of maneuver personnel that co-locate with personnel in current and future operations cells of the receiving unit. The operations team monitors the receiving unit's plans cells as well. The operations and maneuver team ensures that the receiving unit's current combat operations synch with current Army combat operations. The team takes actions to integrate attack of emerging targets into current operations. C2 information systems support the coordination and execution of current operations by enabling information sharing and updates of current situation graphics between headquarters.

Operations and Maneuver Team Functions

2-17. Functions of the operations and maneuver team include, but are not limited to, the following:

- Monitor execution of the receiving unit's current and future operations in relation to the sending unit's planned operations.
- Obtain the current friendly ground force situations from the sending unit's operations sections.
- Inform on the enemy and friendly ground forces situation (maintain current situation map) for the receiving unit if necessary.
- Inform the receiving unit's operations division of significant changes in the sending unit's operations, objectives, and priorities.
- Provide other LNOs in subordinate units of the receiving unit with periodic updates on the current situation.
- Coordinate and synchronize current U.S. Army aviation (airborne, air assault, and attack aviation) operations with the receiving unit's combat operations.
- Represent the sending unit's interests during planning meetings with the receiving unit's plans cell.
- Brief the receiving unit's plans cell on the sending commander's intent and planned concept of operations.
- Provide recommendations to the receiving unit based on knowledge of U.S. and joint or host-nation doctrine.

Operations and Maneuver Team Manning

2-18. The operations and maneuver team consists of the team chief, the operations officer, the senior maneuver operations NCO, and a chemical, biological, radiological, and nuclear (CBRN) operations NCO. Paragraphs 2-19 through 2-22 discuss these personnel.

Team Chief

2-19. The operations and maneuver team chief of the TLD is the senior Army representative to the receiving unit's current operations cell. This job most closely resembles that of an assistant chief of staff for operations on a senior staff. The operations officer should complete the Joint Planners Course and the Joint, Interagency, and Multinational Planners Course if available. Primary duties include the following:

- Update the receiving unit's current operations cell on the current friendly and enemy operations, scheme of maneuver, and targeting concept and priorities.
- Monitor execution of the sending and receiving units' operations.
- Facilitate coordination of current and other operations between sending and receiving units.
- Ensure ground operations and order of battle maps are current.
- Brief the receiving unit's command group on the sending unit's current and future operations.

Operations Officer

2-20. The operations officer normally performs duties as the night shift operations officer. These duties are the same as the operations team chief when deployed separately.

Senior Maneuver Operations Noncommissioned Officer

2-21. The senior maneuver operations NCO is responsible for maintaining the current operations situation displays (maps, charts, computer graphics) pertaining to current and planned offensive, defensive, and stability operations. This NCO should attend the Battle Staff Noncommissioned Officer Course and the Antiterrorism Officers Level 2 course, if available. Primary responsibility is the maintenance of the COP and receiving unit's friendly situation map. Responsibilities also include the following:

- Produce, revise, and post current operational graphics to include those required for offensive, defensive, and stability operations.
- Ensure commonality among all maps and displays in the TLD.
- Maintain a log of all changes made to the sending and receiving units' graphics and unit locations.
- Post all spot reports of significance on the operation maps and displays.
- Assist the operations officer in monitoring the receiving unit's operations, situations, and locations as required.
- Assist the operations officer in monitoring and posting the receiving unit's relative combat power for including in command briefings.

CBRN Operations Noncommissioned Officer

2-22. The CBRN operations NCO performs duties assigned by the senior maneuver operations NCO and serves as the senior maneuver operations NCO in their absence or when conducting split detachment operations. The CBRN operations NCO is responsible for advising the commander on operations in CBRN environments, supervision of CBRN defense activities and training, and supply and maintenance of CBRN defense equipment. This NCO is also responsible for providing CBRN expertise to the receiving unit and submitting CBRN reports as required. This NCO should attend the Battle Staff Noncommissioned Officer Course if available.

INTELLIGENCE TEAM

2-23. The TLD intelligence team coordinates activities and systems that facilitate understanding of the enemy, terrain, weather, and other relevant aspects of an operational environment between the sending and receiving unit. C2 information systems support the exchange and coordination of all source intelligence data and requirements, including update of planning and operational graphics. The intelligence function of the TLD is that of liaison and coordination, not that of analysis. The TLD intelligence team co-locates with intelligence personnel of the receiving unit, to include access to Air Force staff weather officers that coordinate weather support activities with the Army Deputy Chief of Staff (G-2) or battalion or brigade intelligence staff officer (S-2) staff. The team supports the receiving unit's intelligence section as required in execution of their functions. If the receiving unit's staff lacks qualified personnel, the intelligence team will perform additional duties as required and train selected staff to assume those duties.

Intelligence Team Functions

2-24. TLD intelligence functions may include but are not limited to the following:

- Support the receiving unit in target validation and refinement for all missions involving the ARFOR.
- Support the operations team coordination with the receiving unit operations section on immediate requests for information collection.
- Relay real-time significant intelligence information received by collection platforms from all intelligence disciplines.
- Coordinate emerging targets information with the sending unit's operations center.
- Keep the operations team informed of the targets.
- Get the most current enemy force situations from the sending unit's intelligence section.
- Interpret the enemy forces situation for the receiving unit and inform the other TLD teams of apparent changes in enemy operations, objectives, and priorities.
- Exchange information to answer combat assessment and battle damage assessment questions.
- Help the receiving unit intelligence cell integrate the sending unit's requirements for intelligence collection and their requirements.
- Obtain priority intelligence requirements, collection plans, targeting data, and 24-to-96-hour enemy situation reports to de-conflict or synchronize collection plans between the sending and receiving units.
- Coordinate and conduct reachback to national-level intelligence agencies if necessary.
- Collaborate with higher and adjacent units in intelligence operations.
- Forward allied or receiving unit intelligence reports to higher, adjacent, and other relevant units.
- Obtain releasable intelligence reports for disclosure to receiving unit staff.
- Assist in battlefield analysis and provide recommendations to receiving unit and the TLD operations team based on knowledge of the operational situation.
- Maintain team logs.
- Facilitate execution of information sharing through foreign disclosure, writing for release, and tear lining. (Tear lining is a process of sanitizing classified information below the tear line to convey the substance of the information without any identifying or sensitive sources or methods.)
- Provide an alternate foreign disclosure officer and assist in write for release training.

Intelligence Team Manning

2-25. The team consists of the intelligence team chief, the intelligence officer, the senior intelligence NCO, and an intelligence analyst. Paragraphs 2-26 through 2-29 discuss these personnel.

Intelligence Team Chief

2-26. The intelligence team chief supervises the overall activities and training of the intelligence team. This officer ensures intelligence liaison is established with the intelligence staff of the receiving unit. This officer also provides intelligence updates from the sending and receiving unit to all TLD teams. The intelligence team chief coordinates activities to ensure the flow of intelligence and information between the TLD and other intelligence organizations. The intelligence team chief should complete the Joint Planners Course and the Joint, Interagency, and Multinational Planners Course if available. If required, this officer provides receiving unit intelligence input to joint targeting needs.

Intelligence Officer

2-27. The intelligence officer assists the intelligence team chief and performs the duties of the intelligence team chief in their absence. This officer ensures the flow of information between the intelligence section of the sending and receiving units to include providing enemy ground order of battle for the receiving unit. These duties include the following:

- Facilitate the flow of information to help the receiving unit with target intelligence development.
- Interpret the enemy order of battle for the intelligence section of the receiving unit.
- Track the current enemy situation.
- Assist receiving unit threat officer with current forces intelligence, tracking, and analysis.
- Maintain access to theater and national collection platforms to validate key targets.
- Help analyze and confirm emerging targets with the receiving unit and U.S. intelligence staff.

Senior Intelligence Noncommissioned Officer

2-28. The senior intelligence NCO supervises the day-to-day intelligence operations. The intelligence NCO performs duties as assigned by the senior intelligence officer. This NCO should attend the Battle Staff Noncommissioned Officer Course if available and possess expertise on Distributed Common Ground System-Army. Duties include the following:

- Maintain the intelligence portions of the COP (digital or map overlay) depicting current enemy situation and communications links between the sending and receiving units.
- Coordinate current intelligence with the TLD operations team.
- Access U.S. intelligence using C2 information systems.
- Coordinate map requests to support the TLD mission.
- Supervise the team intelligence analyst.
- Advise TLD commander on the development and assessment of the operations security plan.

Intelligence Analyst

2-29. The intelligence analyst performs duties under the supervision of the senior intelligence sergeant. This Soldier acts in place of the senior intelligence NCO in their absence or when conducting split detachment operations. The intelligence analyst's duties are as follows:

- Post enemy information (digital or map overlay).
- Maintain a local enemy order of battle database or file.
- Plot all enemy movement and actions.
- Maintain all information related to the enemy.
- Maintain the intelligence workbook and journal.
- Assist receiving unit with intelligence staff analysis of emerging targets supporting the sending unit's operations.

AIR AND MISSILE DEFENSE TEAM

2-30. The TLD air and missile defense (AMD) team coordinates the sending unit's air defense and air space management matters with the receiving unit plans and operations cells. The AMD team, supporting the protection warfighting function, co-locates with the receiving unit's AMD section to coordinate the planning and use of AMD systems, assets, and operations between both headquarters. The AMD team may also receive limited training on airspace management systems. C2 information systems support the exchange and coordination of AMD management information.

Air and Missile Defense Team Functions

2-31. The AMD team performs the following functions:

- Coordinate with the sending unit's air defense element and air defense artillery (ADA) brigade headquarters for the following:
  - Locations of ADA assets.
  - Engagement reporting.
  - ADA weapon engagement zones.
  - Identification of friend or foe and selective identification feature procedures.
  - Receipt of ADA annexes to operation plans or operation orders.
- Advise the receiving unit air defense commander on Army air defense matters appropriate to deconfliction of air support to ground operations.
- Coordinate the following details with the control and reporting center:
  - ADA unit status.
  - Changes in air defense warning.
  - Weapons control status.
  - Rules of engagement.
  - Identification procedures.
  - Early warning and tactical ballistic missile alert procedures.
- Advise the senior air defense officer in the receiving unit headquarters of Army air defense status to include placement of ADA weapons in direct support of joint and multinational land forces.
- Provide the receiving unit's ADA commander with the U.S. area air defense commander's intent.
- Coordinate with the sending unit's theater missile defense element for tactical ballistic missile alert dissemination procedures.
- Exchange ADA operational data with receiving unit counterparts.
- Coordinate ADA airspace needs with the receiving unit's airspace management section.
- Support integration of the commander.
- Ensure Army planners add the AMD plan with the receiving unit's counterair effort.

Air and Missile Defense Team Manning

2-32. The team consists of the AMD team chief, the assistant AMD operations officer, the senior AMD operations sergeant, and the AMD operations sergeant. Paragraphs 2-33 through 2-36 discuss these personnel.

Air and Missile Defense Team Chief

2-33. The AMD team chief of the TLD is the senior Army representative to the receiving unit's air defense section. This job most closely resembles that of the AMD coordinator on a corps staff. The AMD team chief should complete the Joint Planners Course, Joint, Interagency, and Multinational Planners Course, and Tactical Air Operations Course if available. Primary duties include the following:

- Update the receiving unit's air defense section on the current friendly and enemy operations, AMD plans, and defended asset priorities.
- Monitor execution of the sending and receiving units' AMD operations.
- Facilitate coordination of the sending and receiving units' air defense operations.
- Brief the receiving unit's air defense section on the sending unit's current and future AMD operations.

Assistant Air and Missile Defense Operations Officer

2-34. The assistant AMD operations officer normally performs duties as the night shift AMD officer. Their duties are the same as the AMD team chief when conducting split detachment operations. This officer should complete the Tactical Air Operations Course.

Air and Missile Defense Senior Operations Sergeant

2-35. The senior AMD operations sergeant supervises the day-to-day operations in the team. This officer is responsible for the setup and operation of the team. The responsibilities require expertise with AMD warning systems as an operator or supervisor. These personnel should complete the Tactical Air Operations Course. Their duties include the following:

- Set up the map board depicting the current friendly AMD situation.
- Establish communications links with the sending unit's AMD section.
- Help coordinate all airspace coordinating measures with the receiving unit, including changes.
- Monitor the receiving unit compliance with weapons control status and airspace coordinating measures.
- Operate the following systems:
  - Global Command and Control System-Army.
  - AMD workstation.

Air and Missile Defense Operations Sergeant

2-36. The AMD operations sergeant performs duties assigned by the senior AMD sergeant. This Soldier acts in place of the senior AMD sergeant in their absence or when conducting split detachment operations. These responsibilities also require expertise with the AMD workstation as operator or supervisor.

LOGISTICS TEAM

2-37. The TLD logistics team provides logistics liaison to coordinate activities and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance. C2 information systems support exchanging and coordinating logistics data and requirements, including an update of planning and operational graphics. The logistics function of the TLD is that of liaison and coordination, not that of direct support. The TLD logistics team co-locates with logistics personnel of the receiving unit to ensure the detachment coordinates logistics operations with the sending unit.

Logistics Team Functions

2-38. The logistics team supports the receiving unit as required in execution of its functions. TLD logistics functions include but are not limited to the following:

- Support the receiving unit in logistics planning and refinement for all missions involving the sending unit.
- Support TLD coordination with the receiving unit's operations section on immediate requests for resupply.
- Coordinate the receiving unit's emerging logistics challenges with the sending unit's logistics section and supporting theater sustainment command or expeditionary sustainment command.
- Keep the TLD operations team informed of the receiving unit's logistics status.
- Exchange information with sending unit's logistics section and supporting theater sustainment command or expeditionary sustainment command to answer logistics assessment questions.
- Help the receiving unit's logistics section request and integrate logistics support for its requirements.
- Assist the receiving unit with transportation movement planning, to include deployment and redeployment planning.
- Coordinate TLD life support dependencies and contract support.

Logistics Team Manning

2-39. The logistics team consists of the logistics team chief, logistics officer, senior logistics NCO, and transportation NCO. Paragraphs 2-40 through 2-43 discuss these personnel.

Logistics Team Chief

2-40. The logistics team chief supervises the overall activities and training of the logistics team. This officer ensures logistics coordination is established with the logistics staff of the receiving unit. This officer also ensures all TLD teams receive logistics support. The logistics team chief coordinates activities to ensure the flow of logistics information between the TLD and other required logistics organizations. This officer prepares and presents logistics briefings as needed. The logistics team chief should complete the Joint Planners Course and Joint Logistics Course, and Joint, Interagency, and Multinational Planners Course if available. If required, the team chief provides the receiving unit's logistics input for the sending unit's logistics planning.

Logistics Officer

2-41. The logistics officer normally performs duties as the night shift logistics officer. These duties are the same as the logistics team chief's duties when conducting split detachment operations.

Senior Logistics Noncommissioned Officer

2-42. The senior logistics NCO supervises the day-to-day team operations. This NCO is responsible for the setup and operation of the logistics team, to include the following:

- Maintain the logistics situation (digital or map overlay) depicting current and planned friendly logistics and medical situation, data, and communications links between the sending and receiving unit through appropriate C2 information systems.
- Maintain liaison with receiving unit logistics counterparts to maintain current logistics situation.
- Prepare logistics reports.
- Supervise the transportation NCO.

Transportation Noncommissioned Officer

2-43. The transportation NCO performs duties under the supervision of the senior logistics NCO. This Soldier helps the senior logistics NCO with the setup and operation of the logistics team. Their duties include the following:

- Plan and coordinate the movement of the TLD.
- Post significant logistics information (digital or map overlay).
- Maintain the logistics workbook and journal.
- Assist the receiving unit with transportation movement planning, to include deployment and redeployment planning.

FIRE SUPPORT TEAM

2-44. The TLD fire support team coordinates, plans, integrates, and synchronizes the employment and assessment of Army, joint, and multinational fires in support of operations between the sending and receiving units. The team consists of fire support personnel that co-locate with the fire support staff of the receiving unit. The team ensures that lethal and nonlethal fire support is synchronized with current Army combat operations. The team takes actions to integrate lethal and nonlethal fires into current operations and plans for future operations. C2 information systems support the coordination and execution of fire support including the update of current fires graphics or transmission of fire mission data.

Fire Support Team Functions

2-45. Functions of the fire support team include the following:

- Coordinate fire support between the receiving and sending units' fire support cells.
- Coordinate changes to fire support coordination measures (FSCMs) with the receiving unit staff.
- Coordinate the integration of electromagnetic warfare with the sending unit's electromagnetic warfare planners.
- Deconflict proposed changes by the receiving unit to fire support beyond the fire support coordination line with friendly forces (for example, special operations forces) forward of the forward line of own troops and with restrictive FSCMs (protected and restricted targets).

Fire Support Team Manning

2-46. The team consists of the fires team chief, the fire support officer, the senior fires operations sergeant, the fire support NCO, and a digital master gunner. Paragraphs 2-47 through 2-51 discuss these personnel.

Fire Support Team Chief

2-47. The fire support team chief of the TLD is the senior Army representative to the receiving unit fires cell (or fire support elements at division and below). This job most closely resembles that of the deputy fire support coordinator on a division or corps staff. The fire support team chief should complete the Joint Planners Course, Joint, Interagency, and Multinational Planners Course, and Joint Operational Fires and Effects Course if available. Primary duties include the following:

- Update the receiving unit fire support cell on the current friendly and enemy operations, status of missile and rocket fires, and development of the designated target lists and fire support priorities.
- Monitor the execution of sending and receiving units' fires.
- Facilitate the coordination of sending and receiving unit lethal and nonlethal fire support.
- Ensure ground operations and order of battle maps are current.
- Brief the receiving unit fire support cell on the sending unit's current and future lethal and nonlethal fires.

Fire Support Officer

2-48. A fire support officer normally performs duties as the night shift fire support officer. Their duties are the same as the fire support team chief when conducting split detachment operations.

Senior Fire Support Operations Sergeant

2-49. The senior fire support operations sergeant supervises the day-to-day operations in the team. This Soldier is responsible for the setup and operation of the team. Their duties include the following:

- Set up the map board depicting the current friendly situation.
- Establish communications links with the sending unit's current operations cell and fires cell.
- Help coordinate all FSCMs with the receiving unit, including changes to current FSCMs.
- Monitor receiving unit compliance with the current FSCMs.
- Operate the following systems:
  - Global Command and Control System-Army.
  - Army C2 information systems.
  - Advanced Field Artillery Tactical Data System.

Fire Support Noncommissioned Officer

2-50. The fire support NCO performs duties assigned by the senior fire support operations sergeant. This Soldier acts in place of the senior fire support operations sergeants in their absence or when conducting split detachment operations.

Digital Master Gunner

2-51. With the proliferation of technology in current operational environments, TLDs require at least one trained digital master gunner. Two are optimal to allow for the maximum flexibility in TLD employment. Digital master gunners are the commander's subject matter experts regarding operation, maintenance, integration, and training on the C2 information systems in a unit's command post. The digital master gunner duties include—

- Integrating TLDs' C2 information systems.
- Assisting in establishing the command post network.
- Configuring information system architecture.
- Assisting in the development and maintenance of the COP.
- Implementing a unit individual digital training program.

Note. The Mission Command Center of Excellence offers a Mission Command Digital Master Gunner Course that awards an additional skill identifier 5C.

AUGMENTATION OF THE THEATER LIAISON DETACHMENT

2-52. A TLD may be task organized and augmented by the supported theater army when required for its liaison mission. Each augmentee is detached from its assigned unit and section and attached to the TLD. The appropriate command relationship begins, on order, when directed by the higher headquarters to the various staff sections and units that provide augmentees.

2-53. TLD augmentees may be required to increase capacity in existing TLD teams or provide additional liaison capabilities based on mission requirements. For example, a multinational partner with significant fires and cyber capabilities may require a TLD with increased fire support personnel and the addition of a cyberspace electromagnetic activities liaison team to support operations. In addition, during crisis or contingency operations, the joint force commander may augment the TLD with joint liaison teams to establish a joint liaison element.

2-54. When possible, units construct additional liaison teams like other TLD teams. Each TLD team consists of two officers and two NCOs with appropriate C2 information systems and equipment. For example, when an aviation liaison team augments a TLD, this team requires C2 information systems such as the Tactical Airspace Integration System (known as TAIS) to enable the coordination of unit airspace plans, changes to FSCMs and airspace coordinating measures, and receipt of air tasking and air control orders. Tables 2-1 through 2-4 on pages 27-28 depict notional aviation, cyberspace electromagnetic activities, human resources, and engineer liaison teams that are often organized to augment TLDs.

Table 2-1. Aviation liaison team

Position Title	***Military occupational specialty position title number***	***Rank***	***Required***
Aviation officer	15B	Major (O4)	1
Aviation officer	15B	Captain (O3)	1
Aviation team noncommissioned officer	15P40	Sergeant First Class (E7)	1
Air traffic control noncommissioned officer	15Q30	Staff Sergeant (E6)	1

Table 2-2. Cyberspace electromagnetic activities liaison team

Position Title	***Military occupational specialty position title number***	***Rank***	***Required***
Cyberspace electromagnetic warfare officer or cyber warfare officer	17A or 17B	Major (O4)	1
Electromagnetic warfare technician	170B	Chief Warrant Officer/CW2-CW5	1
Senior electromagnetic warfare noncommissioned officer	17E40	Sergeant First Class (E7)	1
Spectrum manager	25E30	Staff Sergeant (E6)	1

Table 2-3. Human resources liaison team

Position Title	*Military occupational specialty position title number*	*Rank*	*Required*
Human resources officer	42H	Major (O4)	1
Human resources officer	42B	Captain (O3)	1
Human resources team noncommissioned officer in charge	42A40	Sergeant First Class (E7)	1
Human resources team noncommissioned officer	42A30	Staff Sergeant (E6)	1

Table 2-4. Engineer liaison team

Position	*Military occupational specialty position title number*	*Rank*	*Required*
Engineer officer	12A	Major (O4)	1
Engineer officer	12A	Captain (O3)	1
Engineer team noncommissioned officer in charge	12X40	Sergeant First Class (E7)	1
Construction engineer noncommissioned officer	12H30	Staff Sergeant (E6)	1

COMMAND AND CONTROL INFORMATION SYSTEMS OF THE THEATER LIAISON DETACHMENT

2-55. Each TLD is assigned a standard set of equipment, which can be augmented with additional Army, joint, or commercial off-the-shelf equipment, in accordance with the specific mission requirements. The primary purpose of C2 information systems is to enhance situational understanding, facilitate timely and accurate decision making, and expedite execution through efficient processing and managing of information. These systems are vital to the TLD's ability to perform liaison and battle tracking.

2-56. TLDs use C2 information systems to collect, process, store, display, and disseminate information according to the commander's priorities. TLD commanders must determine their critical information requirements and focus their teams to meet these requirements according to the sending unit's mission and priorities. These information systems relieve a TLD from handling routine data and enhancing a common understanding between the sending and receiving units. C2 information systems—especially when merged into a single, integrated network—enable extensive information sharing and situational understanding.

2-57. C2 information systems provide a data exchange capability between TLDs (or separate TLD teams) and the sending unit's headquarters. The TLD systems architecture includes several organic or augmented systems with multifunctional workstations. While not all inclusive, C2 information systems commonly used by TLDs can include the following:

- Command post of the future (known as CPOF) or command post computing environment (known as CPCE).
- Advanced Field Artillery Tactical Data System.
- Air and missile defense workstation.
- Distributed Common Ground System-Army.
- Force XXI Battle Command Brigade and Below (known as FBCB2) or Joint Battle Command Platform (known as JBC-P).
- Global Command and Control System-Army (known as GCCS-A).
- Mission partner network (tactical servers, commercial equipment, and command post computing environment).
- Tactical Airspace Integration System when augmented.

2-58. TLDs are equipped or augmented with these C2 information systems to share and display a COP between the sending and receiving units. Coupled with these C2 information systems, TLDs also rely on the sending unit to provide communications and signal support such as tactical radios, data networks, and other information systems to accomplish the mission. The combination of these systems will vary based on the organization and augmentation of the TLD and its given mission. (Refer to FM 6-0 for more information on communications and C2 information systems.)

SUPPORT REQUIRED BY THE THEATER LIAISON DETACHMENT

2-59. As a small independent unit, the TLD often relies on support from other units. Despite being commanded by a colonel, the TLD does not have a brigade-level equivalent staff, as it is not intended to supervise other units. The primary operational dependency of the TLD is for communications support. The TLD must have appropriately equipped signal support teams with joint network nodes or command post nodes as it operates from separate locations. The TLD may also require military translators or civilian interpreters depending upon language and security clearance requirements of the receiving headquarters.

2-60. The TLD depends on elements within the theater for religious, legal, medical, finance, and personnel and administrative services. For example, the TLD depends on a support maintenance company for low-density maintenance support and depends on the receiving unit for physical security and common-use logistics support to include field feeding. The TLD must ensure coordination for all support requirements is established from both the sending and receiving units' headquarters before it deploys. (See paragraphs 3-34 through 3-36 for additional details on communication. See paragraphs 3-37 through 3-45 for additional details on logistics support requirements.)

COMMAND RELATIONSHIPS OF THE THEATER LIAISON DETACHMENT

2-61. TLDs fill a critical role in contributing to C2 for a theater army and other operational or tactical headquarters to provide general liaison and C2 information system capabilities with joint, interagency, or multinational partners. TLDs are included in the same force structure category as theater armies and may be assigned or attached for employment to theater armies, field armies, corps, divisions, or joint headquarters with a command and support relationship established according to mission requirements within a theater. Consequently, personnel assigned to a TLD must be familiar with the organizations and functions of its typical higher headquarters of assignment or attachment. (See paragraphs 3-1 through 3-24 for common ways TLDs are employed. Refer to FM 3-94 for more information about armies, corps, and division operations. Refer to JP 3-31 for joint land operations and JP 3-33 for joint force headquarters.)

This page intentionally left blank.

Chapter 3
Theater Liaison Detachment Operations

This chapter discusses TLD employment during Army operations. This chapter discusses planning considerations and command post operations. Then it discusses communications and information systems requirements. This chapter concludes with a discussion on sustainment of the TLD.

EMPLOYMENT OF THE THEATER LIAISON DETACHMENT

3-1. TLDs are useful for all types of operations (offensive, defensive, stability, or DSCA) and can perform various tasks during competition, crisis, and armed conflict. As discussed in Chapter 1, TLDs are best employed with multinational partners. While TLDs can support liaison between Army and joint forces, this chapter emphasizes their ideal employment with other unified action partners.

3-2. The theater army is responsible for employing TLDs during competition, or in the early phases of a crisis, to build partnerships and enhance interoperability. During this period, or once a joint task force has been established, TLDs facilitate team building and ensure that multinational forces understand the theater army or joint force commander's intent. Additionally, the TLDs assess multinational member capabilities and help U.S. military planners make the best use of such capabilities. In this way, the TLD supports unity of effort among multinational members prior to the conduct of operations.

3-3. TLDs help the commander of the sending unit understand ways host-nation partners can contribute to multinational operations. By aligning human, procedural, and technical capabilities between the sending and receiving units during multinational operations, U.S. allies and partner nations increase interoperability. The TLD constantly evaluates the solidarity of a multinational partner by monitoring these shared military-political objectives. In this way, the TLDs provide an advanced warning network to notify their higher headquarters when the national interest of a multinational partner shifts or conflicts with U.S. objectives.

3-4. Multinational operations are becoming the norm for military operations, making intelligence and information sharing with allies and partners increasingly important. The TLD supports intelligence efforts by developing rapport and intelligence exchanges with multinational members' national intelligence organizations. TLDs provide cursory analysis of intelligence (such as screening for foreign disclosure, producing tear-lined products, and writing for release) and then route the necessary information to multinational analysts while respecting individual nation's sensitivities. During multinational operations, TLDs are especially critical when the United States operates with partners who prove reluctant to share intelligence, especially when it might reveal sensitive sources or collection methods. Commanders may need to tailor unique intelligence policy and dissemination criteria for each multinational operation.

3-5. Successful operations require logistics support for U.S. and multinational forces, and TLDs provide liaison capabilities that enable effective coordination between national and military logistics elements. Liaison with multinational headquarters ensures the effective use and coordination of host-nation facilities, transportation, lines of communications, airfields, and seaports. Sometimes, with smaller multinational partners, the United States provides airlift and sealift to facilitate that member's participation during multinational operations. TLDs provide a mechanism to keep commanders aware of logistics systems' capacity, limitations, and misunderstandings. TLDs help planners of both sending and receiving units identify the needs of multinational members and understand what national support they provide.

3-6. During crisis and armed conflict, TLDs can also enable coordination to ensure that rules of engagement are consistent and understood by all members in a multinational contingent. TLDs conduct this assessment by fostering a better understanding and consideration of a multinational member's deployed order of battle, rules of engagement, and national caveats. Different rules of engagement during a multinational operation, particularly a stability operation or counterinsurgency, can result in tactical responses (such as close air support) from multinational members that do not meet the expectations of Soldiers on the ground and put them at risk.

3-7. The TLD may be employed as a single element for 24-hour operations as the core of an MNCC, as a national-level liaison with a host-nation Ministry of Defense, a large multinational corps or equivalent (such as NATO Allied Land Command), or other Service headquarters (such as a Marine expeditionary force). When the situation requires, supporting headquarters split a TLD into two less robust (but equivalent) 15-person liaison teams at two separated locations, or into three brigade-level teams and a headquarters element.

THEATER LIAISON DETACHMENT EMPLOYMENT DURING LARGE-SCALE COMBAT OPERATIONS

3-8. The Army can deploy TLDs in a variety of ways. The standard allocation of TLDs is five per committed theater army for major operations; one TLD per corps and division serving as a joint task force headquarters; and as approved by the Department of the Army. For multinational support during counterinsurgency or foreign internal defense, one TLD will be required per each multinational headquarters (division or above) and one per host-nation Ministry of Defense requiring liaison. Regionally affiliated TLDs can provide insights on the unique level of commitment and capabilities of each partner. Such insight facilitates advising the theater army commander on assignment of forces and missions to create an interoperable organization.

3-9. The scenario depicted in Figure 3-1 on page 33 represents how multiple TLDs and liaison elements may be assigned to coordinate operations between joint and multinational commands. The MNCC established by the combatant commander (or joint force commander) is built around a TLD to provide liaison with another multinational partner, such as a host-nation's military forces command. The multinational force land component command has five TLDs, with three assigned to the multinational force land component command headquarters to provide liaison with the Marine expeditionary force, the multinational corps, and the multinational force maritime component commander. An additional two TLDs are assigned within the multinational force land component command with a multinational division under operational control of the U.S. Army corps and with a U.S. division with subordinate multinational brigades. The TLD operating with the U.S. Army division is split into two liaison teams for liaison with the brigades and the division headquarters. Organic liaison officer teams from the multinational force land component command headquarters are also employed as depicted with the theater special operations command. Liaison with the air component command is conducted through a battlefield coordination detachment (See ATP 3-09.13 for more information on the battlefield coordination detachment).

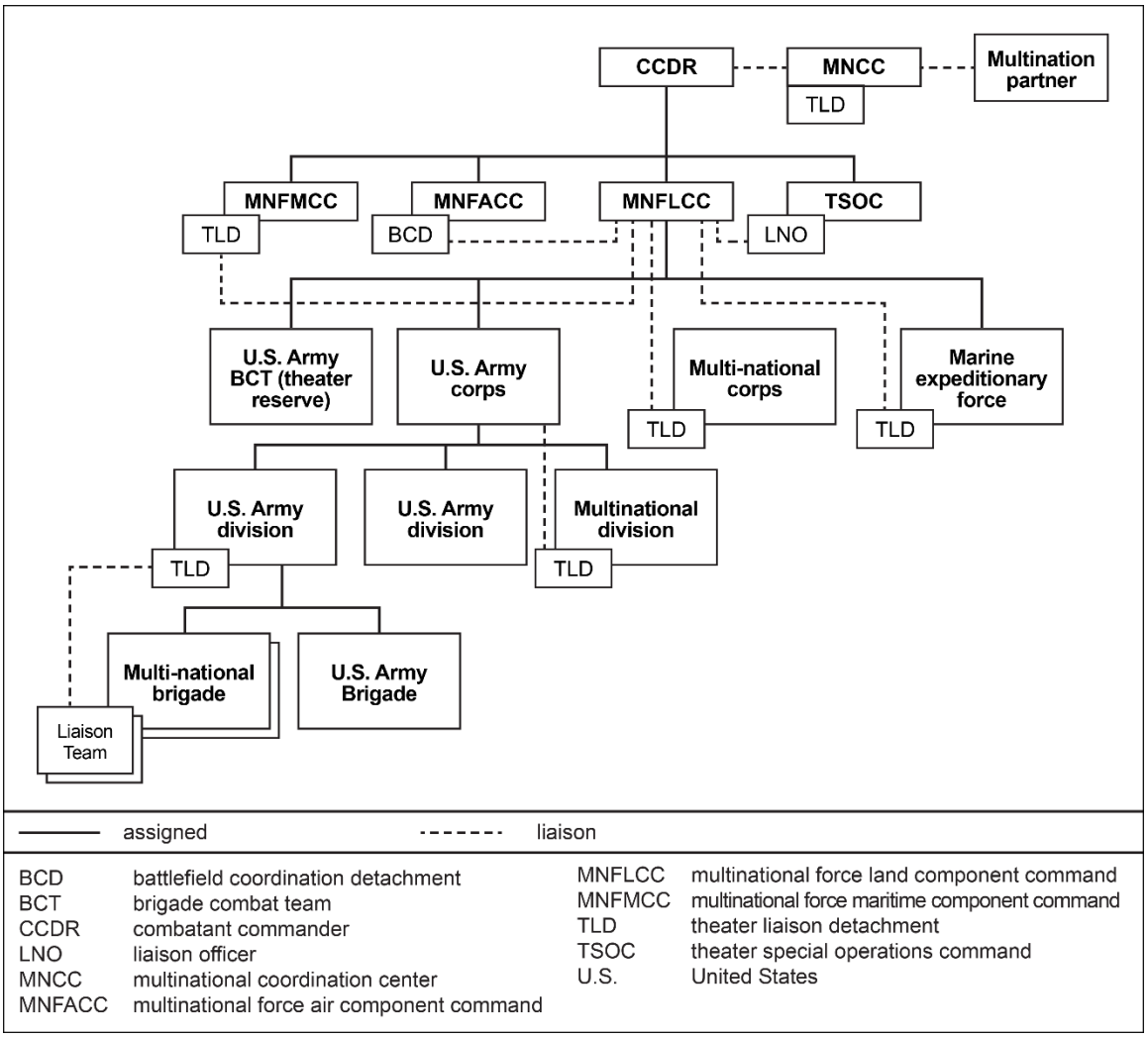


Figure 3-1. Example of theater liaison detachments during large-scale combat operations

THEATER LIAISON DETACHMENT SINGLE DETACHMENT EMPLOYMENT

3-10. TLDs can be employed as a single detachment during competition or crisis. During single detachment operations, one TLD provides liaison support between the appropriate sending and receiving units. Figure 3-2 on page 34 depicts the TLD used to facilitate understanding and communication between headquarters during multinational operations consisting of a joint force land component command and a multinational land forces headquarters. This example is representative of liaison operations during OPERATION DESERT STORM or with allied headquarters such as NATO or Republic of Korea headquarters. These TLDs enable mutual understanding and unity of effort through coordination, information exchanges, and integrated warfighting capabilities.

3-11. Joint force commanders and multinational land forces commanders establish functional liaison among principal staff functions to coordinate multinational resources and operations. In these cases, TLDs are located with the multinational land forces headquarters as depicted in Figure 3-2 on page 34. TLDs operating with multinational land forces require communications support from the sending U.S. headquarters and possibly interpreter or translator support.

3-12. Single TLD operations may also be conducted during joint operations when a U.S. Army headquarters is designated as a joint task force. In these situations, the TLD provides liaison between a joint force command and other Service headquarters, such as a Marine air-ground task force or Navy Maritime Operations Center. Commanders can use a TLD to provide liaison between other Service commanders to coordinate joint land and maritime operations.

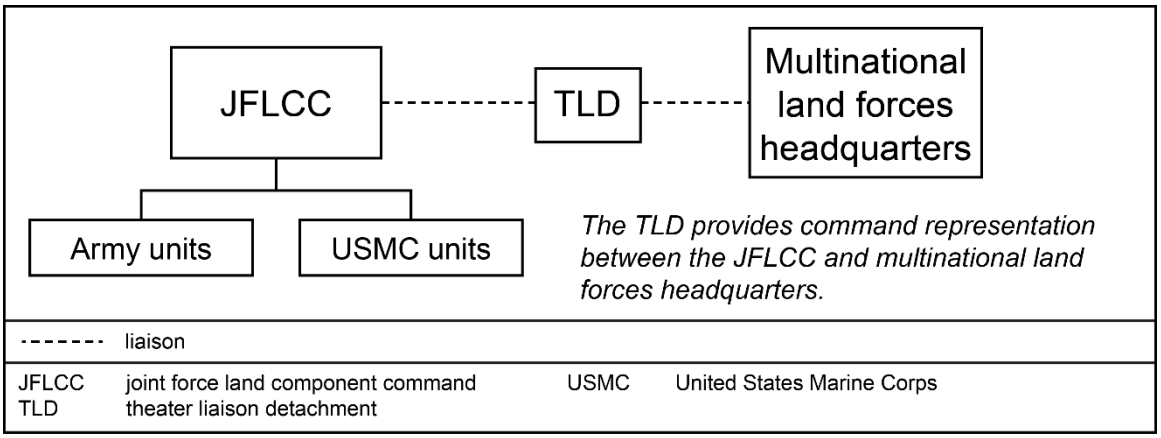


Figure 3-2. Theater liaison detachment multinational headquarters example

3-13. TLDs may also serve as the core of a joint MNCC between a U.S. combatant command and a parallel multinational force, as depicted in Figure 3-3. In this arrangement, the TLD is appropriately augmented by joint, interagency, and multinational personnel to serve as a coordination center. The TLD commander is the primary U.S. interface to a multinational counterpart at the chief of staff level. This commander manages requirements and tasking flow into each of the respective headquarters. The respective chiefs of staff would then task staffs as appropriate for action and follow-up. The operations and maneuver, intelligence, AMD, logistics, and fire support teams of the TLD may provide the core of an operations center that facilitates information exchange among all LNOs and among the coalition intelligence, operations, and logistics staff sections of each respective headquarters to maintain situational awareness. The TLD would be co-located with its multinational partner to provide in-person representation for the U.S. joint force commander and staff.

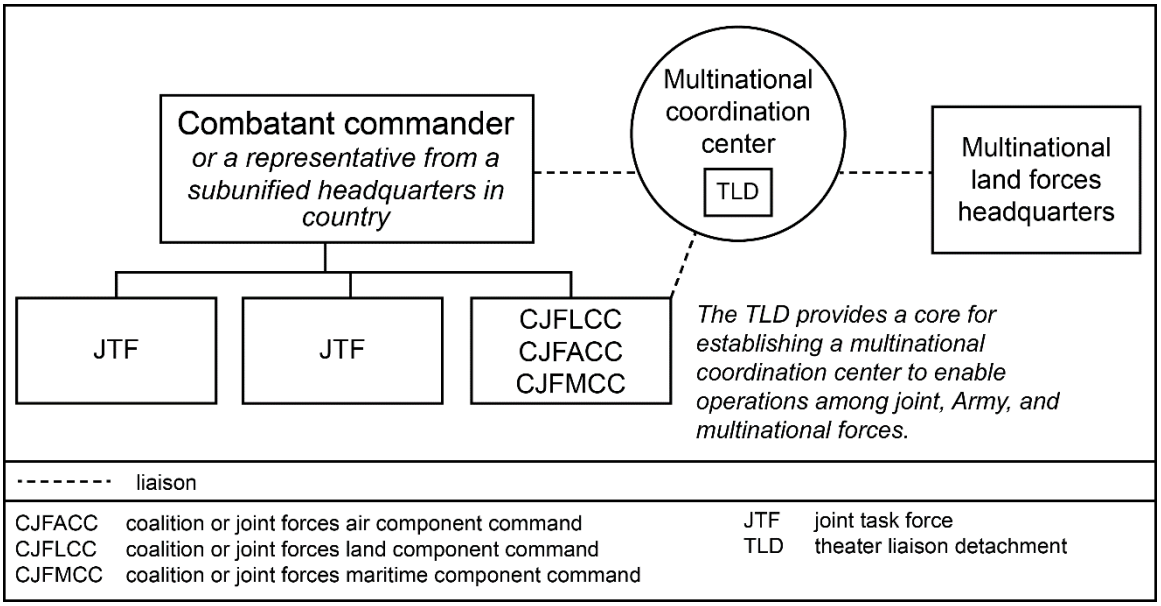


Figure 3-3. Example of a theater liaison detachment and multinational coordination center

3-14. If serving at the host nation's national level, the TLD provides staff liaison between two headquarters and in some cases civil organizations from the host-nation government. This relationship is depicted in Figure 3-4. In this arrangement, the TLD commander and teams are organized in the same manner as a MNCC but conduct liaison operations with national-level staff personnel. The TLD is co-located with the host-nation national headquarters to provide in-person representation for the joint forces commander and staff. Figure 3-5 on page 36 further illustrates how a TLD could be employed at national levels.

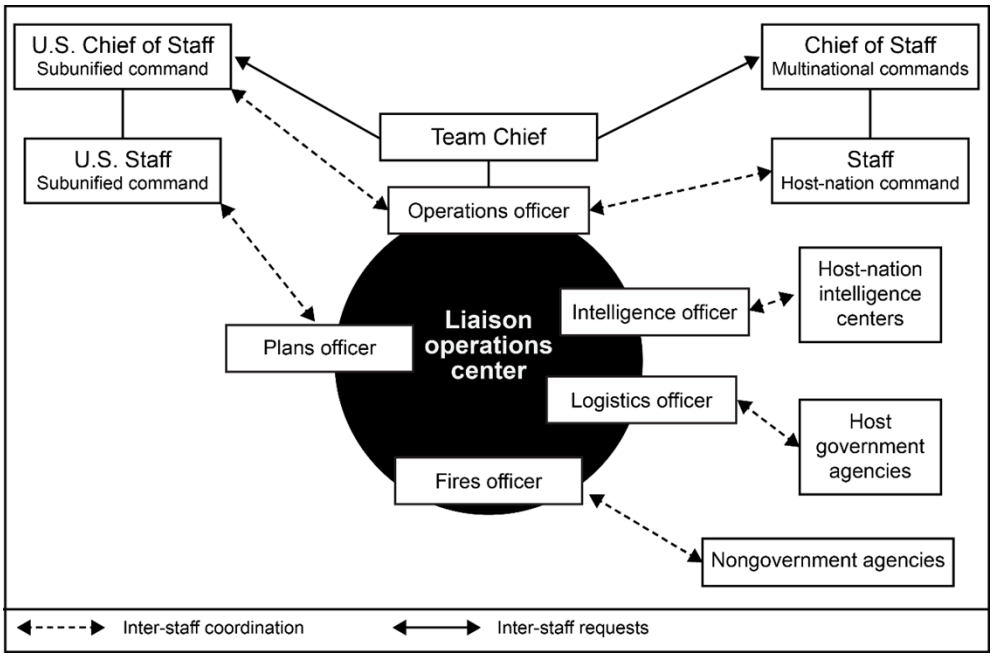


Figure 3-4. Theater liaison detachment arrangement example at national level

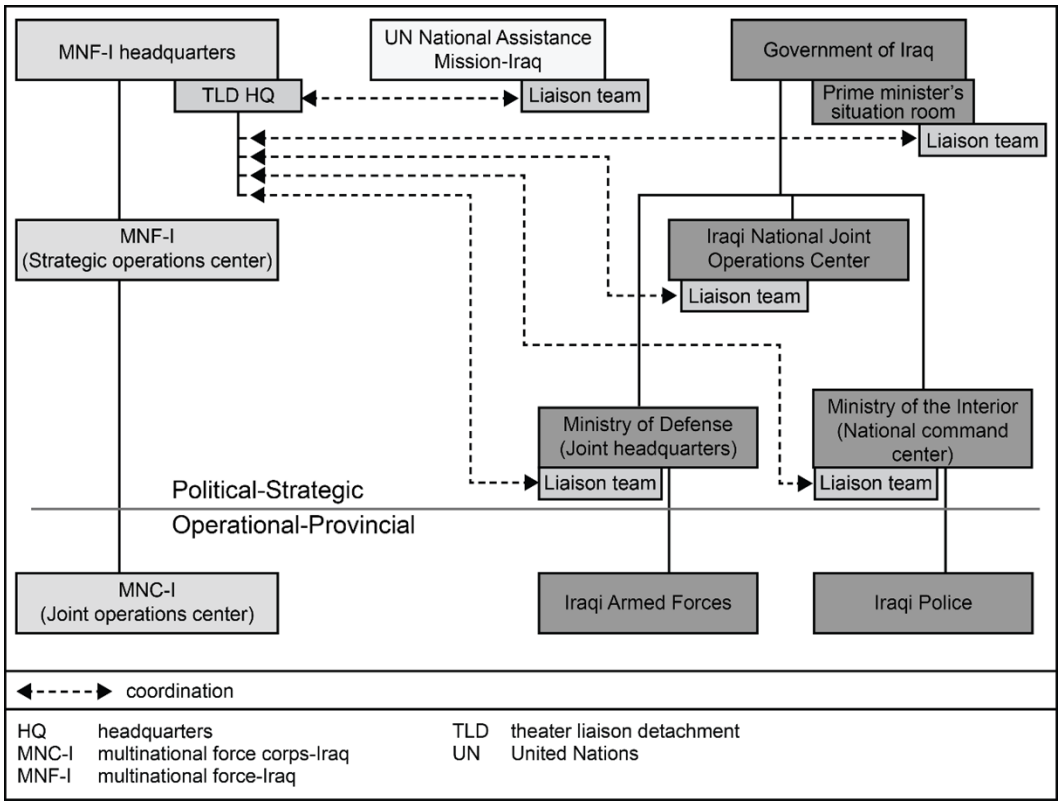


Figure 3-5. Army liaison team interface—OPERATION IRAQI FREEDOM

3-15. TLDs can also provide needed communications and coordination with multinational and joint force staff through a liaison operations center. The TLD commander leverages the use of the liaison operations center to help a government ministry coordinate internal security for its national elections with multinational forces. The liaison operations center is a coordinating element responsible for uniting efforts of the host-nation government military and police, multinational and joint military forces, and nongovernmental activities.

THEATER LIAISON DETACHMENT SPLIT DETACHMENT EMPLOYMENT

3-16. When required, commanders can split the TLD into two equal 15-person teams for liaison at two geographically separated headquarters locations. The TLD commander and executive officer each lead a half detachment with the functional teams split evenly. Each split-detachment liaison team retains the staff and C2 information systems capabilities of the complete TLD, but with reduced capability, especially for 24-hour operations, in each of the functional teams. This option requires two complete signal support teams, one at each site. Commanders can also use this option to provide coverage for an extended time at a single location using a single TLD by dividing the deployed time on station time of the personnel of the TLD.

3-17. Commanders can also organize TLDs into smaller liaison teams consisting of 7 to 10 personnel and a headquarters element to support liaison with a brigade-level headquarters. This option is described in Figure 3-6. This option is required when the mission is to provide liaison support to multiple tactical-level headquarters instead of operating to support larger, operational headquarters. These brigade-level teams provide minimal C2 information systems capability and connectivity to multinational brigade-level headquarters.

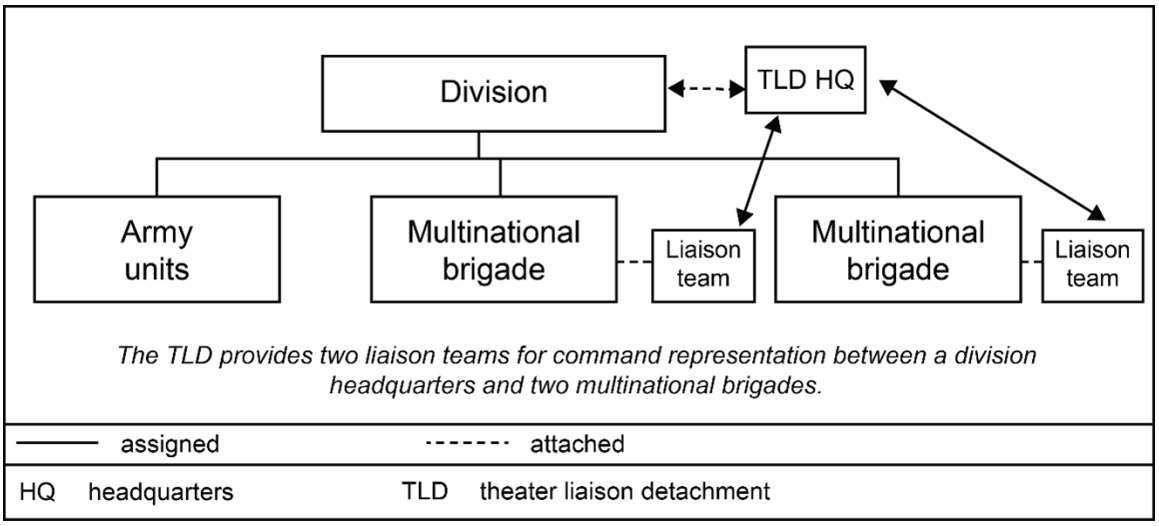


Figure 3-6. Example of a split detachment operations

3-18. If split into three liaison teams, 24-hour capability across the teams and warfighting functions may not be possible at all locations. With this option, a TLD headquarters element is positioned at a higher headquarters, such as a U.S. division or corps headquarters. From that location, the TLD commander coordinates, monitors, and facilitates the liaison activities conducted by the brigade-level teams. This option also requires additional signal teams at each separate location. See Figure 3-7 for a possible three-team configuration.

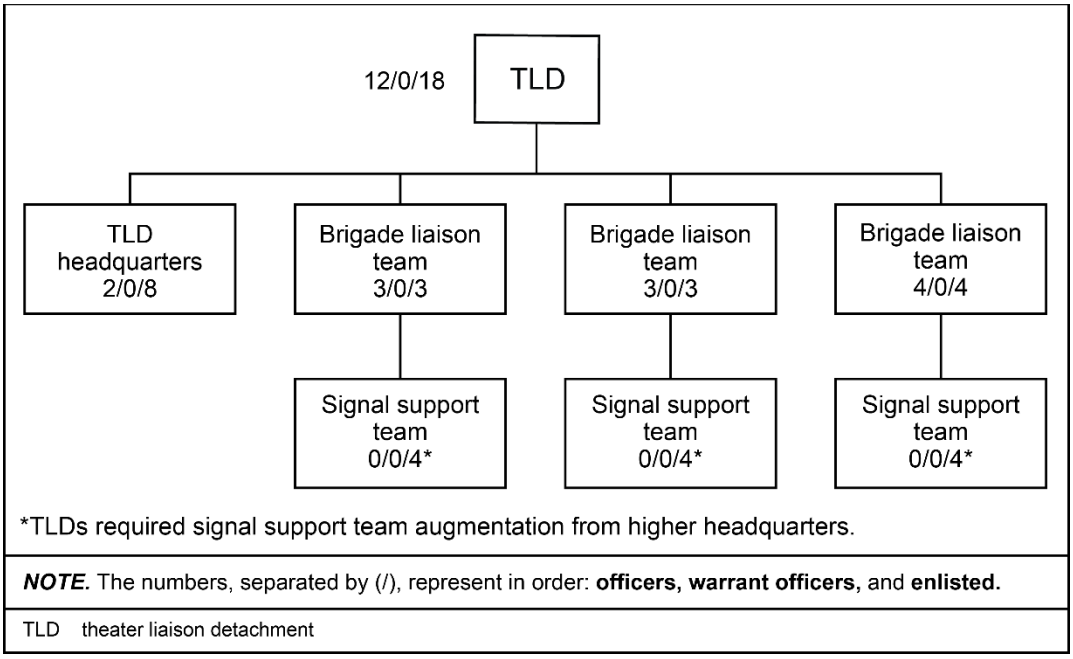


Figure 3-7. Example theater liaison detachment brigade-level configuration

THEATER LIAISON DETACHMENT EMPLOYMENT FOR DEFENSE SUPPORT OF CIVIL AUTHORITIES

3-19. TLDs may also be employed during DSCA operations to facilitate interagency liaison. For example, as part of state emergencies or disasters, commanders can employ TLDs to establish liaison between agencies and forces under federal control at a joint field office, at an incident command post, or with Department of Defense installations. TLDs may be employed with state and local authorities to enable information sharing and coordination with activated Army National Guard headquarters. TLDs may require more liaison teams as part of the force package during these types of operations. TLDs could also be used to establish liaison between forces in a federal Title 10 status with forces in a state, in federal Title 32 status, or with those under local government control at a local incident command post.

3-20. Army National Guard TLDs can also remain under state control and be used to augment the liaison teams sent from the state joint force headquarters. During such operations, TLDs operate as a single detachment if operating an interagency coordination center or as a split detachment with several teams at disbursed locations. TLDs performing DSCA liaison still have stated dependencies with supported and host headquarters or agencies, and they will need signal support teams unless communications support is provided by alternative means. (Refer to ADP 3-28 and JP 3-28 for more information on DSCA.)

THEATER LIAISON DETACHMENT EMPLOYMENT FOR SECURITY FORCE ASSISTANCE

3-21. TLDs can also be employed for security force assistance (SFA) as part of the Army's contribution to security cooperation. *Security force assistance* is the Department of Defense activities that support the development of the capability and capacity of foreign security forces and their supporting institutions (JP 3-20). When directed to do so in accordance with appropriate legal authorities, TLDs conduct SFA activities in support of combatant command campaign plans and national objectives.

3-22. As with other types of operations, when TLDs are employed as SFA liaison teams, they work to increase understanding of missions and tactics conducted with other forces, convey information, enhance mutual trust, and improve teamwork. The sending unit commander must provide clear intent to the TLD to allow it flexibility to accomplish its mission with the foreign security force. The proximity of the TLD, intensity of the conflict, frequency of contact, and various legal considerations affects how units use TLDs during SFA. TLDs adjust their level of integration into the foreign security force's formations and the level of support and liaison provided based on mission requirements.

3-23. When employed for a SFA, TLDs can perform liaison operations with a variety of host-nation organizations. These organizations can include host-nation regional police headquarters, army divisions headquarters, corps-level headquarters, or other host-nation agencies required by the mission. Unlike a standard liaison mission, the TLD functional teams may place a greater emphasis on providing advice and assistance to their counterpart staffs to build greater partner capacity and further enhance interoperability. (Refer to FM 3-22 for more information on SFA.)

PLANNING CONSIDERATIONS FOR THEATER LIAISON DETACHMENT EMPLOYMENT

3-24. Planning for the employment of TLDs requires consideration of multiple requirements for both training and operational deployment. Theater army and TLD planners must consider train-up requirements, deployment planning, and operational support requirements with projected receiving units. Planning considerations may be further complicated due to the extended training or deployment timeline associated with TLDs in the Army National Guard or Reserve. Due to a TLD's interaction with multiple levels of command up to theater level, an effective TLD staff considers multiple planning horizons to integrate plans and training to ensure the supported command schedules and resources events.

3-25. Early coordination with the supported command and involvement in planning events allow the TLD to communicate its specific requirements to the supported unit to ensure the TLD can deliver effective liaison support. The following list illustrates planning considerations or requirements for TLD employment:

- Exercise planning cycle.
- Network joining, membership, and exiting instructions (known as JMEI).
- Communications exercise schedule.
- Linguist support.
- Site surveys.
- Security clearance considerations.
- Support for training exercises.
- Security support or augmentation.
- Sustainment support.
- Signal support.
- Health service support.
- Rules of allocation or liaison element size.
- Support package design.
- Training or external evaluation (known as EXEVAL) support.

Note. Mission planning includes site surveys whenever possible. Site surveys focus on TLD team locations and placement, lodging, security, field feeding, power, communications, and transportation requirements.

THEATER LIAISON DETACHMENT COMMAND POST OPERATIONS

3-26. TLDs man, equip, and organize their teams and operations center to execute operations and sustain liaison operations. Once established, a TLD operates in a manner like a command post; it shares information to facilitate the situational awareness of both sending and receiving units. TLD operations also support the de-confliction of air, ground, or maritime operations between these units. Success during these types of operations demands timely and effective decisions based on applying judgment to available information and knowledge. Additionally, TLDs use analysis and running estimates, battle tracking, and COPs to help commanders understand situations, make and implement decisions, control operations, and assess progress.

KNOWLEDGE MANAGEMENT AND INFORMATION MANAGEMENT

3-27. During continuous operations, a TLD receives large amounts of data and information. In turn, the TLD performs knowledge and information activities to find the relevant information in the available data and information. TLDs facilitate situational understanding through knowledge and information management when they create, organize, apply, and transfer knowledge to help develop and maintain an accurate COP for the sending and receiving units. *Knowledge management* is the process of enabling knowledge flow to enhance shared understanding, learning, and decision making (ADP 6-0).

3-28. TLDs enable shared understanding as they perform knowledge and information management tasks. The knowledge management tasks of creating knowledge, retaining knowledge, and transferring knowledge allow a TLD to improve situational and shared understanding. These tasks enable the TLD to integrate its C2 systems and optimize the operations process for sending and receiving units. The information management tasks of collect, process, store, display, disseminate, and protect support the knowledge management tasks.

3-29. TLDs primarily complete knowledge management tasks by integrating information collection operations between the receiving unit and other unified action partners. The C2 information systems employed by the TLD assist with system automation and routine functions. This allows the TLD to concentrate on higher-level tasks that require human analysis and judgment. Automation is critical to information processing, but the individual expertise of the TLD personnel determine information relevance to create understanding among the different commanders and staffs with whom they interact. Knowledge and information management processes allows TLD commanders and teams to identify knowledge gaps, develop knowledge strategies to fill those gaps and to build upon current knowledge, and implement knowledge management solutions to improve shared understanding between units. (Refer to FM 6-0 for more information on knowledge and information management.)

Running Estimates, Battle Tracking, and the Common Operational Picture

3-30. Each TLD team maintains a running estimate. A running estimate is a continuous assessment of current operations used to determine if the current operation is proceeding according to the commander's intent and if planned future operations are supportable. TLDs continually maintain running estimates that account for both the sending and receiving units' operations. TLDs tailor the format of running estimates so the commanders and staffs of the sending and receiving units can easily understand them.

3-31. Battle tracking is the process of building and maintaining an overall picture of an operational environment that is accurate, timely, and relevant. Accurate battle tracking enables the commander to make informed decisions and focus resources decisively. Such battle tracking is an essential part of information and knowledge management. Battle tracking employs the TLDs' integrated C2 information systems to combine real-time situational awareness with a visualization capability to develop the COP. Successful battle tracking underpins building and maintaining situational understanding. TLDs use C2 information systems to ensure that the sending and receiving unit develop shared understanding.

3-32. The COP is the product of knowledge and information activities, running estimates, and battle tracking. It is designed around the sending commander's requirements, is based on shared information, and facilitates collaborative planning and the achievement of situational understanding between the sending and receiving units. Relevant information provides the basis for constructing the COP. The TLD's analysis and evaluation of both units' operations is critical to establishing shared understanding during liaison operations. (Refer to FM 6-0 for more information on command post operations.)

COMMUNICATIONS AND INFORMATION SYSTEM REQUIREMENTS

3-33. Without an organic signal team, the TLD depends on a separate Army signal organization for long-range communications and global network connectivity. The supporting theater army signal section identifies and coordinates signal support for the TLD as part of mission planning prior to the arrival of the TLD. The TLD coordinates with the designated signal support unit and receiving unit as early as possible to finalize signal support requirements. Potential coordination efforts with the signal unit may require additional site surveys and power requirement assessments to ensure the TLD will have mission-essential network and communications capabilities at its designated locations. Additionally, the TLD's information systems specialist may require appropriate network permissions to perform required duties.

3-34. Headquarters personnel require communications commensurate to that of a company headquarters element to meet the day-to-day administrative requirements for mission oversight and personnel readiness. Arrangements must be made for adequate access to telephone networks—commercial and Defense Switched Network (commonly known as DSN)—secure and unsecure; accounts for Non-secure Internet Protocol Router Network (known as NIPRNET); accounts for SECRET Internet Protocol Router Network (known as SIPRNET); and mission partner network connections.

3-35. The communications architecture necessary for a TLD is robust and requires detailed coordination with the supporting signal command (theater) or signal brigade. Specific TLD communications requirements for liaison operations may vary based on the mission and the joint operations area. The typical minimum communications requirements are—

- Ten phone lines for secure voice and data.
- SECRET Internet Protocol Router Network connectivity.
- Coordination for a joint network node or command post node team with ultrahigh frequency (known as UHF) satellite communications, both voice and data, from an expeditionary signal battalion if operating the TLD at a single location. Each liaison location needs additional joint network node and command post node teams.

SUSTAINMENT OF THE THEATER LIAISON DETACHMENT

3-36. Sustainment of TLDs is accomplished through a combination of standard Army sustainment procedures, inter-Service support agreements, and host-nation support. TLDs normally receive sustainment support through the higher headquarters they are supporting and the sending unit. TLDs may also require memorandums of agreement with other Services or host-nation partners as required by the TLD's location and mission. Ideally TLDs coordinate these agreements through the supported theater army headquarters with the receiving unit. Additionally, these agreements should also account for unique TLD considerations related to financial management, human resources, maintenance, supply, Army health system support, and reconstitution support. (For more information on sustainment operations and other sustainment considerations, refer to FM 4-0.)

HUMAN RESOURCES

3-37. Human resources support is integral to unit readiness and based on two core competencies that define the overall functional responsibilities. Each TLD commander is the principal coordinating officer for human resources support who ensures provision of all human resources core competencies for the organization. The TLD sergeant major assists the commander with personnel readiness management, personnel accountability and strength reporting, and personnel information management. The TLD depends on the unit it is supporting for provision of the remaining human resources core competencies.

MAINTENANCE

3-38. TLDs consist of Army standard equipment maintained in a two-level maintenance concept. Support for Army standard equipment is provided by local field and sustainment maintenance organizations; coordination for support is included in memorandums of agreement or inter-Service agreements. Each TLD is equipped with a Global Combat Support System-Army for integration with a support maintenance company for field maintenance. In locations where Global Combat Support System-Army is not used, TLD personnel follow guidelines of local SOPs for all maintenance requirements. Soldiers order Class IX repair parts through the supporting maintenance activity.

SUPPLY

3-39. Supply includes the acquisition, storage, and care of materials in storage, distribution, and salvage of supplies. Supplies consist of all necessary items required to equip, maintain, and operate TLDs. TLDs are normally supported by the receiving unit according to established support agreements. The exceptions for TLDs are listed below:

- Class V—The TLD carries a unit basic load of ammunition.
- Class VIII—The TLD carries a unit basic load of individual first aid, vehicle first-aid kits, medical equipment sets, and combat medic assemblages.
- Class IX—The TLD replenishes prescribed load list standard items as needed by the supporting field maintenance activity.
- Class X—The TLD obtains by requisition miscellaneous supplies and equipment through the supported theater army logistics section. These items can be shipped to the unit or authorized for purchase using a government purchase card.

ARMY HEALTH SYSTEM SUPPORT

3-40. Commanders can employ TLDs in locations that lack some Army health system capabilities. The TLD employs its assigned combat medic specialists as its first line in the Army health system. Medical conditions that the combat medic specialist cannot resolve will be treated by the supporting medical treatment facility.

RECONSTITUTION

3-41. The supported theater army staff plans for reconstitution of TLDs and coordinates their reconstitution plans with assigned and attached TLD staffs. The staffs match current and projected assets required to maintain an operational tempo and accomplish the mission. The staffs determine the resources required to maintain TLDs according to the commander's intent and priorities. They then recommend to the commander the method for TLD reorganization, regeneration, or rehabilitation.

3-42. Reorganization is the most expedient method of maintaining combat power and mission readiness. TLDs that have been degraded conduct immediate reorganization and request assistance from their supported theater army for deliberate reorganization. For a TLD, the objective of reorganization is to provide at least the equivalent of a 15-person split detachment with all five functional teams represented.

3-43. In case of the loss of a TLD necessitating regeneration, the supported theater army may be required to reform the TLD from diversion of in-theater assets. Alternatively, Department of the Army may deploy another TLD through the request for forces process from the global force pool.

3-44. Rehabilitation of a TLD often requires high levels of external support to execute. The main difference from other reconstitution methods is that rehabilitation typically occurs when time is not a critical factor. If the conditions are such that TLDs will rotate in and out of operations on a regular basis, commanders may choose to establish a semi-permanent rehabilitation site.

Appendix A
Training

TRAINING

A-1. Standardizing procedures for training TLDs and their personnel requires flexibility. The Army National Guard and Army Reserve Components are constrained by long training horizons and limited annual training opportunities. TLDs require highly trained individuals thoroughly grounded in their own specialty. Additionally, these personnel require training on the sending unit's command and staff operations, doctrine, organization, capabilities, and communications equipment and SOPs.

A-2. TLDs also receive training on similar operations, capabilities, and SOPs of the receiving unit, which often includes joint or multinational partners. Selected TLDs that are regionally aligned may also require their personnel to have specific linguistic or cultural training. Finally, TLD personnel must be trained as liaisons, liaison systems, reporting methods, records maintenance, and the designated training or operational mission of that TLD.

A-3. Extended training strategies for the Army National Guard and Army Reserve Components are essential to providing TLDs with the training required. Staffs deliberately manage the planning and execution of annual training exercises to ensure the TLD personnel can maintain base readiness levels and transition to increased readiness levels during mission years culminating in Army or joint warfighting exercises or deployment. TLD training strategies must also prioritize equipment maintenance and fielding synchronization to ensure that TLD C2 information systems remain compatible with Regular Army equipment in the sending unit headquarters.

A-4. Resource availability directly affects a TLD's ability to train and, in the end, overall unit readiness. Commanders and staffs must be familiar with the resource coordination and synchronization cycle on their respective installation. In addition, commanders may need to be prepared to conduct training on other installations (for example, Army National Guard or Army Reserve units may be directed to a specific installation for predeployment training). While realistic and effective training may take place at various installations and facilities, TLDs consider home station training, training exercises with brigade combat teams, divisions, or corps, and combat training center (known as CTC) rotations as opportunities to conduct unit training.

A-5. Home station training is the foundation upon which TLDs become trained on their unit mission essential task list (known as METL). This training is a critical component in building cohesive units by focusing on fundamental individual and collective skills. TLD commanders build unit and staff proficiency at home station through exercises such as field training exercises, staff exercises, or command post exercises conducted internally or supported by a senior commander.

A-6. TLDs, split-detachment liaison teams, and functional teams train and exercise as a group. Ad-hoc liaison elements are less effective than elements that have trained with each other or built habitual relationships with the sending or receiving unit. The pace of operations and Army National Guard and Reserve training schedules may not allow for a suitable training period for newly established liaison elements. Unit training and cross training provides a back-up capability for the liaison team allowing it to function even if key personnel are lost and not readily replaced. TLD commanders accomplish this by ensuring that their personnel are trained according to established doctrine and standardized tasks from the mission-essential task list. (Refer to FM 7-0 for more information on the Army's training doctrine.)

A-7. Efficient units integrate TLDs into culminating training exercises for brigade combat teams or division and corps warfighting exercises. Such training prepares TLDs for integration as they would be for operational deployment. These training exercises allow the TLDs to train on their mission-essential tasks with training supported by opposing forces, observer controllers/trainers, and external evaluations by a higher headquarters. TLDs affiliated with a specific unit or echelon participate in that headquarters' culmination exercises or evaluations wherever possible.

A-8. Combat training center events also provide training to levels not otherwise achievable or on systems that may not be available at home station. While TLDs are not primary training audiences for combat training centers, they may be able to be included under special circumstances. TLD commanders must ensure their units train to the highest possible capability levels at home station prior to participating in a combat training center rotation to maximize the training experience.

THEATER LIAISON DETACHMENT TASKS

A-9. The mission-essential task list for a TLD is assessed by the unit commander and its higher headquarters. A mission-essential task list serves as the basis for training. Additional mission-essential tasks may be provided for a TLD when they receive a mission. The following tasks are the standard mission-essential task list for a TLD:

- 55-CO-4830. *Conduct Expeditionary Deployment Operations.*
  - 10-CO-4804. *Perform Predeployment Supply Activities.*
  - 43-CO-4805. *Perform Predeployment Maintenance Activities.*
  - 71-CO-5100. *Conduct Troop Leading Procedures.*
- 71-DET-0001. *Provide Liaison to a Unified Action Partner Headquarters for Detachments.*
  - 71-DET-0003. *Conduct Foreign Disclosure.*
  - 71-DET-5100. *Support the Operations Process to Facilitate Command and Control (C2) of a Unified Action Partner (UAP).*
  - 71-DET-5200. *Conduct Command Post Operations.*
  - 71-DET-5330. *Conduct Knowledge Management.*
  - 71-DET-6111. *Conduct Operations Security (OPSEC).*
  - 71-DET-7255. *Integrate Network Operations.*
- 71-DET-0002. *Provide Liaison to a Unified Action Partner Headquarters.*
  - 71-DET-0004. *Provide Warfighting Function Support to Forces.*
  - 71-DET-3170. *Integrate Linguist Support for Liaison Detachments.*
  - 71-DET-4100. *Coordinate Support for Partner Units.*
  - 71-DET-5315. *Process Relevant Information.*
  - 71-DET-5316. *Provide a Common Operational Picture to Unified Action Partners.*

A-10. TLDs may also consider additional tasks from the Universal Joint Task List (known as UJTL), which consists of all approved joint tasks required for planning, readiness reporting, training and exercises, lessons learned processing, and requirements. A universal joint task (known as UJT) is an action or activity assigned to a unit or organization to perform a specific function and provide a capability or resource. TLDs should become familiar with these universal joint tasks when missions involve joint or interagency partners:

- OP 5.5.2. *Develop Joint Force Liaison Structure*.
- ST 5.4.3.3. *Develop Joint Force Liaison Structure*.
- ST 8.5.3. *Conduct Interagency Liaison and Cooperation*.
- ST 8.5.3.2. *Conduct Interagency Liaison*.

Glossary

This publication uses Army and joint acronyms and terms. This publication is not the proponent for any terms.

SECTION I – ACRONYMS AND ABBREVIATIONS

ABCANZ	American, British, Canadian, Australian, and New Zealand
ADA	air defense artillery
ADP	Army doctrine publication
ALT	Army liaison team
AMD	air and missile defense
AR	Army regulation
ATP	Army techniques publication
C2	command and control
CBRN	chemical, biological, radiological, and nuclear
COP	common operational picture
DA	Department of the Army
DODI	Department of Defense instruction
DSCA	defense support of civil authorities
FM	field manual
FORSCOM	United States Army Forces Command
FSCM	fire support coordination measure
LNO	liaison officer
MNCC	multinational coordination center
NATO	North Atlantic Treaty Organization
NCO	noncommissioned officer
SFA	security force assistance
SOP	standard operating procedure
TLD	theater liaison detachment
U.S.	United States

SECTION II – TERMS

ARFOR

The Army component and senior Army headquarters of all Army forces assigned or attached to a combatant command, subordinate joint force command, joint functional command, or multinational command. (FM 3-94)

information management

The science of using procedures and information systems to collect, process, store, display, disseminate, and protect data, information, and knowledge products. (ADP 6-0)

interoperability

The ability to act together coherently, effectively, and efficiently to achieve tactical, operational, and strategic objectives. (JP 3-0)

knowledge management

(Army) The process of enabling knowledge flow to enhance shared understanding, learning, and decision making. (ADP 6-0)

liaison

That contact or intercommunication maintained between elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action. (FM 6-0)

security force assistance

The Department of Defense activities that support the development of the capability and capacity of foreign security forces and their supporting institutions. (JP 3-20)

unified action

The synchronization, coordination, or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort. (JP 1, Volume 1)

unity of effort

Coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization that is the product of successful unified action. (JP 1, Volume 2)

References

All websites accessed August 23, 2024.

REQUIRED PUBLICATIONS

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

DOD Dictionary of Military and Associated Terms. January 2025.

FM 1-02.1. *Operational Terms*. 28 February 2024.

FM 3-94. *Armies, Corps, and Division Operations*. 23 July 2021.

RELATED PUBLICATIONS

These documents contain relevant supplemental information.

JOINT AND DEPARTMENT OF DEFENSE PUBLICATIONS

Most joint publications are available online: https://www.jcs.mil/Doctrine/. Most Department of Defense publications are available online: https://esd.whs.mil/DD/.

DODI 5111.20. *State Partnership Program (SPP)*. 12 October 2016.

JP 1 Volume 1. *Joint Warfighting*. 27 August 2023.

JP 1 Volume 2. *The Joint Force*. 19 June 2020.

JP 3-0. *Joint Campaigns and Operations*. 18 June 2022.

JP 3-08. *Interorganizational Cooperation*. 12 October 2016.

JP 3-16. *Multinational Operations*. 17 June 2024.

JP 3-20. *Security Cooperation*. 09 September 2022.

JP 3-28. *Defense Support of Civil Authorities*. 23 September 2024.

JP 3-31. *Joint Land Operations*. 03 October 2019.

JP 3-33. *Joint Force Headquarters*. 09 June 2022.

NDP-1. (U) *National Disclosure Policy*. 01 October 1998. (This classified publication is available on the SECRET Internet Protocol Router Network [known as SIPRNET]. Contact the preparing agency of this publication for access instructions.).

ARMY PUBLICATIONS

Most Army doctrinal publications are available online: https://armypubs.army.mil/. Most Army collective tasks are available at https://atiam.train.army.mil/catalog/dashboard.

ADP 3-28. *Defense Support of Civil Authorities*. 31 July 2019.

ADP 5-0. *The Operations Process*. 31 July 2019.

ADP 6-0. *Mission Command: Command and Control of Army Forces*. 31 July 2019.

AR 34-1. *Interoperability*. 09 April 2020.

AR 600-8-111. *Army Mobilization, Manning, and Wartime Replacement Operations*. 22 February 2024.

ATP 3-09.13. *The Battlefield Coordination Detachment*. 24 July 2015.

ATP 3-16.02. *Write for Release*. 26 September 2023.

ATP 3-57.70. *Civil-military Operations Center*. 05 May 2014.

ATP 3-96.1. *Security Force Assistance Brigade*. 02 September 2020.

ATP 5-0.2-1. *Staff Reference Guide Volume I, Unclassified Resources*. 07 December 2020.

ATP 6-0.5. *Command Post Organization and Operations*. 01 March 2017.

ATP 6-02.12. *Department of Defense Information Network-Army Planning Techniques*. 17 November 2021.

ATP 6-02.70. *Techniques for Spectrum Management Operations*. 16 October 2019.

FM 3-0. *Operations*. 01 October 2022.

FM 3-16. *The Army in Multinational Operations*. 15 July 2024.

FM 3-22. *Army Support to Security Cooperation*. 01 July 2023.

FM 3-61. *Communication Strategy and Public Affairs Operations*. 25 February 2022.

FM 4-0. *Sustainment Operations*. 14 August 2024.

FM 6-0. *Commander and Staff Organization and Operations*. 16 May 2022.

FM 6-27/MCTP 11-10C. T*he Commander's Handbook on the Law of Land Warfare*. 07 August 2019.

FM 7-0. *Training*. 14 June 2021.

10-CO-4804. *Perform Predeployment Supply Activities*. 20 May 2024.

43-CO-4805. *Perform Predeployment Maintenance Activities*. 15 August 2024.

55-CO-4830. *Conduct Expeditionary Deployment Operations*. 12 November 2024.

71-CO-5100. *Conduct Troop Leading Procedures*. 11 July 2024.

71-DET-0001. *Provide Digital Liaison to a Unified Action Partner Headquarters for Detachments*. 19 December 2024.

71-DET-0002. *Provide Liaison to a Unified Action Partner Headquarters*. 19 December 2024.

71-DET-0003. *Conduct Foreign Disclosure*. 13 January 2025.

71-DET-0004. *Provide Warfighting Function Support to Forces*. 19 December 2024.

71-DET-3170. *Integrate Linguist Support for Digital Liaison Detachments*. 12 December 2022.

71-DET-4100. *Coordinate Support for Partner Units*. 16 December 2024.

71-DET-5100. *Support the Operations Process to Facilitate Command and Control (C2) of a Unified Action Partner (UAP)*. 23 February 2024.

71-DET-5200. *Conduct Command Post Operations*. 29 October 2024.

71-DET-5315. *Process Relevant Information*. 14 January 2025.

71-DET-5316. *Provide a Common Operational Picture to Unified Action Partners*. 22 November 2024.

71-DET-5330. *Conduct Knowledge Management*. 19 December 2024.

71-DET-6111. *Conduct Operations Security (OPSEC)*. 16 August 2024.

71-DET-7255. *Integrate Network Operations*. 24 June 2024.

OTHER PUBLICATIONS

Most Universal Joint Task List (UJTL) are available at https://www.jcs.mil/Doctrine/Joint-Training/UJTL/.

OP 5.5.2. *Develop Joint Force Liaison Structure*. 15 November 2022.

ST 5.4.3.3. *Develop Joint Force Liaison Structure*. 09 December 2022.

ST 8.5.3. *Conduct Interagency Liaison and Cooperation*. 14 October 2016.

ST 8.5.3.2. *Conduct Interagency Liaison*. 14 October 2016.

Title 10, United States Code. Armed Forces. Available online: Office of the Law Revision Counsel, United States, Code at https://uscode.house.gov/.

Title 32, United States Code. Armed Forces. Available online: Office of the Law Revision Counsel, United States, Code at https://uscode.house.gov/.

U.S. Department of Homeland Security. *National Response Framework*, Fourth Edition. 28 October 2019. Available at https://www.fema.gov/sites/default/files/2020-04/NRF_FINALApproved_2011028.pdf.

ABCANZ Publication 332 Coalition Operations Handbook. ***Edition 6*****, 30 AUG 2017** (Access restricted to ABCANZ and North Atlantic Treaty Organization [NATO]).

NATO STANAG 2281, Ed 1. *Coalition Operations Handbook-app-13(a)*. 19 November 2013. This publication is classified and accessible on a secured network.

PRESCRIBED FORMS

This section contains no entries.

REFERENCED FORMS

Unless otherwise indicated, DA forms are available on the Army Publishing Directorate web site: https://armypubs.army.mil/.

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

This page intentionally left blank.

Index

Entries are by paragraph number.

A

AMD operations sergeant, 2-36
AMD team, 2-30
  functions, 2-31
AMD team, personnel, 2-32
AMD team chief, 2-33
Army health system, 3-40
Army National Guard, TLD, 1-9–1-10, 3-20
Army Reserve, TLD, 1-9–1-10
assistant AMD operations officer, 2-34
augmentation, TLD, 2-52–2-54

B

battle tracking, 3-31
brigade-level headquarters, liaison, 3-17

C

C2, 1-6
  TLD, 2-61
C2 information systems, 1-41
  TLD, 1-43, 2-56–2-58
capabilities, TLD, 1-2
CBRN operations NCO, 2-22
chief operations sergeant major, 2-9
combat medic specialist, 2-15
commander, 2-5–2-7
  liaison, 3-11
communications, 3-34–3-35
contingency operations, liaison, 1-56
coordination center, 1-55
COP, 3-32

D

deployment, TLD, 3-8
detachment sergeant, 2-10
digital master gunner, 2-51
DSCA, TLD, 3-19

E

employment, TLD, 3-7
equipment, TLD, 2-55
executive officer, 2-8

F

fire support NCO, 2-50
fire support officer, 2-48
fire support team, 2-44
  functions, 2-45
  personnel, 2-46
fire support team chief, 2-47
force management, TLD, 1-5
functions, AMD team, 2-31
  fire support team, 2-45
  headquarters, 2-3
  intelligence team, 2-24
  liaison, 1-24–1-28
  logistics team, 2-38
  operations and maneuver team, 2-17

G

global network connectivity, 3-33

H

headquarters, functions, 2-3
  personnel, 2-4
  TLD, 2-2
human resources, 3-37

I

information requirements, LNO, 1-58
information systems, liaison, 1-46
information systems specialist, 2-13–2-14
intelligence analyst, 2-29
intelligence officer, 2-27
intelligence sharing, 1-49
  TLD, 1-50
intelligence team, 2-23
  functions, 2-24
  personnel, 2-25
intelligence team chief, 2-26
interagency operations, 1-61–1-62
interoperability, 1-42, 1-44–1-45
  multinational partners, 1-40
  TLD, 1-5, 1-48, 3-2

J

joint force command, liaison, 1-60
joint forces, TLD, 1-4
joint forces headquarters, liaison, 1-59

K

knowledge and information management, TLD, 3-27–3-29

L

liaison, 1-17–1-18, 1-47, 1-57
  brigade-level headquarters, 3-17
  commander, 3-11
  contingency operations, 1-56
  functions, 1-24-1-28
  information systems, 1-46
  joint force command, 1-60
  joint forces headquarters, 1-59
  multinational operations, 1-39
  responsibilities, 1-35–1-37
  TLD, 1-16, 3-9, 3-14
  unified action partner, 1-38
liaison operations center, 3-15
liaison structure, unified action partners, 1-52
liaison team, 1-23, 3-18
LNO, 1-20–1-22
  information requirements, 1-58
logistics officer, 2-41
logistics support, TLD, 3-5
logistics team, 2-37
  functions, 2-38
  personnel, 2-39
logistics team chief, 2-40
long range communications, 3-33

M–N

maintenance, 3-38
mission, TLD, 1-7, 1-19
MNCC, TLD, 3-13
mobilization and deployment requirements, 1-13
multinational coordination center, 1-53–1-54
multinational forces, TLD, 1-4

Entries are by page paragraph.

multinational operations, 3-4
liaison, 1-39
TLD, 3-3
multinational partners, interoperability, 1-40

O

operations, single detachment, 3-12
TLD, 3-1
operations and maneuver team, 2-16
functions, 2-17
personnel, 2-18
operations center, TLD, 3-26
operations officer, 2-20

P–Q

partnerships, TLD, 3-2
personnel, AMD team, 2-32
fire support team, 2-46
headquarters, 2-4
intelligence team, 2-25
logistics team, 2-39
operations and maneuver team, 2-18
TLD, 1-3, 2-1
planning, TLD, 3-24–3-25

R

receiving unit, responsibilities, 1-34
reconstitution, TLD, 3-41
regeneration, TLD, 3-43
rehabilitation, TLD, 3-44
reorganization, 3-42
Reserve Component TLDs, 1-11
responsibilities, liaison, 1-35–1-37
receiving unit, 1-34
sending unit, 1-32–1-33
TLD, 1-29–1-31
role, TLD, 1-15
rules of engagement, TLD, 3-6
running estimate, TLD, 3-30

S

sending unit, responsibilities, 1-32–1-33
senior AMD operations sergeant, 2-35
senior fire support operations sergeant, 2-49
senior intelligence NCO, 2-28
senior logistics NCO, 2-42
senior maneuver operations NCO, 2-21
SFA, TLD, 3-21–3-23
single detachment, 3-10
operations, 3-12
split-detachment liaison team, 3-16
strategic environment, 1-1
supply, 3-39
supply sergeant, 2-11
support, TLD, 2-59–260
sustainment, TLD, 3-36
tasks, TLD, A-9–A-10
team chief, 2-19
TLD, Army National Guard, 1-9, 3-20
Army Reserve, 1-9
augmentation, 2-52–2-54
C2, 2-61
C2 information systems, 1-43, 2-56–2-58
capabilities, 1-2
core tasks, 1-8
deployment, 3-8
DSCA, 3-19
employment, 3-7
equipment, 2-55
force management, 1-5
headquarters, 2-2
intelligence sharing, 1-50
interoperability, 1-5, 1-48, 3-2
joint forces, 1-4
knowledge and information management, 3-27–3-29
liaison, 1-16, 3-9, 3-14
logistics support, 3-5
mission, 1-7, 1-12,1-19
MNCC, 3-13
multinational forces, 1-4
multinational operations, 3-3
operations, 3-1
operations center, 3-26
partnerships, 3-2
personnel, 1-3, 2-1
planning, 3-24–3-25
reconstitution, 3-41
regeneration, 3-43
rehabilitation, 3-44
reorganization, 3-42
responsibilities, 1-29–1-31
role, 1-15
rules of engagement, 3-6
running estimate, 3-30
SFA, 3-21–3-23
support, 2-59–2-60
sustainment, 3-36
tasks, A-9–A-10
training, A-1–A-8
unified action, 1-14
training, TLD, A-1–A-8
transportation NCO, 2-43

U–V

unified action, TLD, 1-14
unified action partner, liaison, 1-38
liaison structure, 1-52
unity of effort, 1-63–1-64

W–X–Y–Z

wheeled vehicle mechanic, 2-12
write for release process, 1-51

ATP 3-94.1

25 March 2025

By Order of the Secretary of the Army:

RANDY A. GEORGE
General, United States Army
Chief of Staff

Official:

MARK F. AVERILL
Administrative Assistant
to the Secretary of the Army
2507302

DISTRIBUTION:
Active Army, Army National Guard, and United States Army Reserve. Distributed in electronic media only(EMO).

This page intentionally left blank.

PIN: 202886-000