SOLDIER'S MANUAL AND TRAINER'S GUIDE MOS 38B CIVIL AFFAIRS SOLDIER Skill Levels 1 Through 4

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SOLDIER'S MANUAL AND TRAINER'S GUIDE

MOS 38B

Civil Affairs Soldier

Skill Levels 1 Through 4

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PREFACE

This manual provides the information necessary for Civil Affairs (CA) Soldiers to train for military occupational specialty (MOS) proficiency and includes self-development information that can assist the Soldier in lifelong learning and career development. An overview of the Army training process details the linkage and importance of the various elements that comprise the Army training process.

The goal of training is to produce combat-ready CA Soldiers, teams, and units that have the ability to respond rapidly and appropriately to known or suspected enemy activity, to neutralize the enemy, and to mitigate the adverse effects on the civilian populace. This Soldier training publication (STP) contains the individual tasks, a trainer's guide and four appendices to help guide the 38B Soldier is his training and career development. Appendix A contains a training strategy for team training. This is appropriate for all CA teams, civil liaison teams, CA planning teams and the CMOC. Appendix B describes various evaluation techniques and procedures for assessing training. Appendix C provides career development guidance and Appendix D contains self-development guidance to assist with life-long learning.

This STP identifies the individual MOS training requirements for Soldiers in MOS 38B. Commanders and trainers use the trainers guide to plan, conduct, and evaluate individual training. This manual is the MOS reference to support the self-development and training of all CA Soldiers and supports the doctrinal concepts found in Field Manual (FM) 3-05.40, *Civil Affairs Operations,* and FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*.

The Army school system, the unit trainers, and the individual share responsibility for the proficiency of CA skills and career development resulting in ever-increasing capabilities. The proponent schools develop the list of CA critical tasks that Soldiers are required to perform at various grade levels. CA individual tasks included in this manual are initially taught in the training institutions and reinforced through collective training in the teams and units. Unit commanders must provide an environment in which Soldiers can refine their individual skills, train as a team or unit, develop leadership skills, and grow professionally in knowledge and increasing capabilities.

Soldiers are ultimately responsible for their own self-development enhancing their skills and professional development. This manual provides insights to assist the Soldier in developing career plans and pursuing advancement in knowledge and skills to further their career advancement.

This publication applies to the Active Army, the Army National Guard (ARNG)/Army National Guard of the United States (ARNGUS), and the United States Army Reserve (USAR) unless otherwise stated.

The proponent for this publication is the United States Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS). Send comments and recommendations directly to the Commander, United States Army John F. Kennedy Special Warfare Center and School, ATTN: AOJK-DTD-CA, Fort Bragg, NC 28310-9610.

Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

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CHAPTER 1

Introduction

1-1. Training the Force.

a. The Army Training System. The Army training system is a cooperative effort between the institutional Army, units, organizations, and individuals. The Army training system supports training in the three domains in which it occurs: operational, institutional, and self-development as diagrammed in the Army Training and Leader Development Model (ATLDM) shown in Figure 1. The ATLDM centers on developing trained and ready units led by competent and confident leaders. The model identifies the important interaction necessary to train Soldiers now and to develop leaders for the future. Leadership is in the center of the diagram synchronizing the institutional, organizational and self-development domains. The three core domains shape the critical learning experiences throughout a Soldier's and leader's career. These domains interact to focus Army energy and resources on training, leader development, and to maximize warfighting readiness. Each domain has specific, measurable actions that must occur to provide foundational experiences for Soldier, leader, and unit development.

b. The operational domain includes home station training, combat training center rotations, joint training exercises, and operational deployments. This type of training is collective unit, team, and individual training that prepare Soldiers to accomplish the unit mission objectives. The institutional domain focuses on educating and training Soldiers and leaders on the key knowledge, skills, and attributes required to operate in any environment for a particular MOS or Branch. It includes individual (initial entry training [IET]), joint schools, and advanced military training (basic noncommissioned officer course [BNCOC]/advanced noncommissioned officer course [ANCOC]/command sergeant major academy) and education. The self-development domain, both structured and informal, focuses on taking those actions necessary to reduce or eliminate the gap between operational and institutional experiences. Throughout this lifelong learning and experience process, there is formal and informal assessment and feedback of performance to prepare leaders for their next level of responsibility.
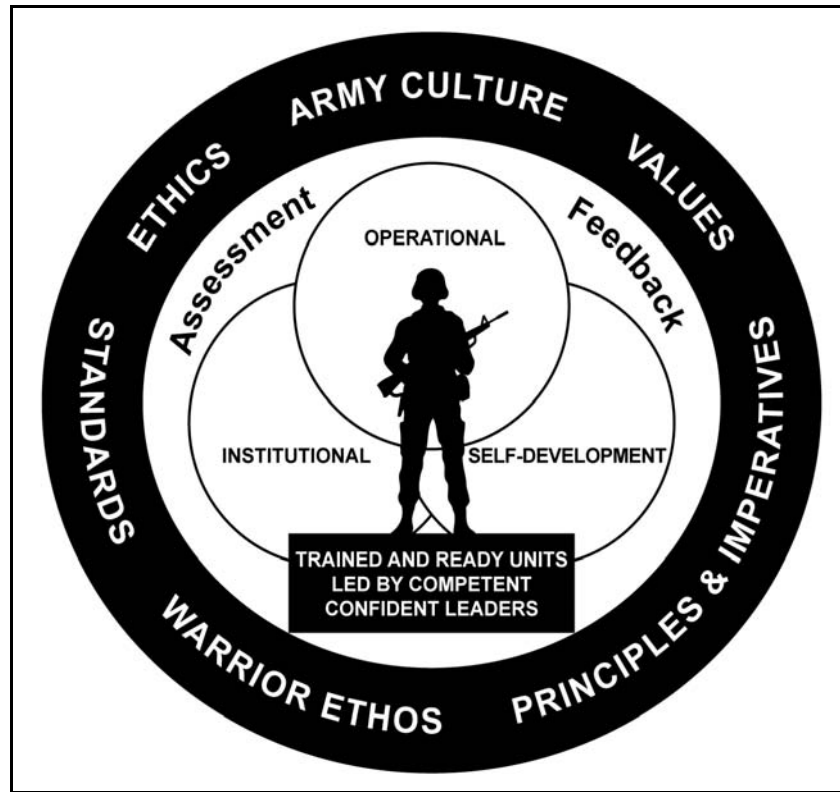
Figure 1. Army training and leader development model

c. FM 7-0, *Training the Force,* defines the relationship between Army training and leadership development and the three training domains: operational, institutional, and self-development. The Army's basic mission is to train and prepare Soldiers, leaders, and units to fight and win in combat. As explained in the Army's capstone training doctrine, units do not have the time or the resources to train on every possible task. Some tasks are accomplished routinely and do not require specified training time. Therefore, commanders must identify the tasks that are the unit's critical wartime tasks. Commanders develop the unit mission-essential task list (METL) based on his assessment of unit training readiness and the higher headquarters' METL. Commanders use the METL to develop their unit-training plan. Noncommissioned officers (NCOs) plan the individual and team training that Soldiers need to become warriors and to perform the tasks required for mission accomplishment. The Soldier training publications (STPs) provide the critical individual tasks for each MOS that support the unit's full spectrum operations. Trainers use the tasks in the STPs to train the Soldiers and measure their proficiency on these critical individual tasks. The manuals provide task performance and evaluation criteria and are the basis for individual training and evaluation during unit training and for task-based evaluation during resident training.

d. FM 7-1, *Battle Focused Training*, defines the Army training system and describes how to conduct training. This reference is the Army's doctrinal foundation for how to train, and it applies to all units and organizations of the Army. The publication explains how the Army assesses, plans, prepares, and executes training and leader development. FM 7-1 provides a common training language for the Army. It describes:

- Standardized training terms of reference.
- Training management and execution systems and processes that support unit readiness.
- Processes and products that support training and leader development.

e. Train to Develop Adaptive Leaders and Units. Commanders/leaders must not only focus subordinates and units on how to fight, but must teach them how to operate anywhere in the spectrum of operations. Leaders must develop Soldiers who are physically and mentally agile and versatile in their skills and knowledge and capable of adeptly performing a variety of challenging and complex tasks. The Army needs leaders and subordinates who are alike in their reasoning and decision making when faced with transitional situations. Competence, confidence, and discipline promote initiative and enable leaders to adapt to changing situations and conditions. Adaptive leaders are a necessity for success in the common operating environment (COE). To develop and train this ability, commanders and senior NCOs must mentor, guide, listen to, and reason with Soldiers. They must develop Soldiers who are trained in "how to think" instead of "what to think." The training must develop Soldiers who are problem solvers for a variety of complex, challenging, and changing situations. Soldiers and leaders build confidence when they consistently demonstrate competence in tasks. Commanders intensify training experiences by varying training conditions, making them increasingly difficult and unpredictable. Repetitive and increasingly complex training gives Soldiers and leaders a foundation that can be used to adapt to new situations. Commanders establish a training environment that encourages initiative and innovation, and recognizes the benefits of allowing leaders the opportunity to learn from their mistakes. Leaders learn to improvise with the resources at hand, exploit opportunities, and accomplish the assigned mission within the commander's intent in the absence of orders. Commanders at every echelon integrate training events in their training plans to develop and train imaginative, adaptive leaders and units. Training experiences coupled with timely feedback build competence.

f. Army Warrior Training. The Army identified warrior tasks and battle drills that enhance a Soldier's readiness to fight on the battlefield. Army Warrior Training (AWT) is hands-on warrior tasks and battle drills learned in IET. Army warrior tasks are critical survival skills that are common tasks for all Soldiers. Soldiers must stay proficient in warrior skills in addition to individual MOS, collective, and team tasks. Standards remain constant but commanders must be aware that the enemy adapts quickly and Soldier training will change more rapidly because of current operational environments. STP 21-1-SMCT, *The Soldier's Manual of Common Tasks Skill Level 1*, and STP 21-24-SMCT, *The Soldier's Manual of Common Tasks Warrior Leader, Skill level 2 through 4,* contain the individual tasks that are essential to the Army's ability to win on the modern battlefield. In an operational environment, regardless of job or individual MOS, Soldiers must be able to fight, survive, and win in combat. The SMCTs provide the

trainer's guide to help the trainer plan, prepare, train, evaluate, and monitor individual training in units. It lists by general subject area and skill level the critical warrior tasks that Soldiers must perform suggested training environments and a suggested frequency of training. The SMCT gives the commander, trainer, or first-line supervisor, and individual Soldiers the information necessary to support integration and sustainment training in their units.

g. Combined Arms Training Strategy. The Combined Arms Training Strategy (CATS) is a training strategy and a resourcing document. The CATS is developed based on the unit table of organization and equipment (TOE). The CATS allows commanders and leaders to tailor their training strategy to meet the unit training requirements using the crawl-walk-run concepts and the Army force generation lifecycle management cycles. Types of CATS are listed below:

(1) Unit CATS is mission focused collective training of units. The training tasks are based on the organization's TOE. As a resourcing document the unit CATS identifies the resources in manpower and logistical requirement needed to conduct a given training event. Since the CATS is an electronic document, it is easily adapted to not only the core METL but also the theater METL training requirements.

(2) Individual CATS is in the development stage and will eventually replace the STP. The individual CATS is a description of the methods and resources required for implementing individual training. It describes who (Soldier), what (task), where (training site), and when the training is implemented.

(3) Self-development CATS is also in the developmental stage and is intended to assist individuals in developing a personal training strategy consisting of directed and self-motivated components. This provides individuals a plan to posture themselves for promotion and self-motivated improvements in personal performance. Self-development enhances individual skills.

h. Joint, Interagency, Intergovernmental, Multinational Training. The purpose of joint training is to prepare the Army to execute missions as part of a joint/combined force across the full spectrum of operations. To prepare to conduct these operations, units must train using joint doctrine, tactics, techniques, and procedures involving more than one Service component.

1-2. Civil Affairs Training Strategy.

a. General. CA training is composed of individual, collective, and team training that enhances mission readiness. The commander/leader identifies the tasks to support the mission and develops the METL. Trainers focus resources to train Soldiers on individual and team tasks, and units on collective tasks.

b. Individual Training. A CA individual task is a clearly defined, discrete, and measurable activity or action performed by a 38B MOS, Civil Affairs Specialist (Active Army or USAR). Initial training of individual tasks is taught during 38B advance individual training (AIT) or military occupational specialty-training (MOS-T). Proponent training developers analyze CA missions to determine the specific job/duty requirements to determine the skills and knowledge necessary to conduct Civil Affairs operations (CAO) and civil-military operations (CMO). The duties and responsibilities of each grade level determine the critical tasks to be performed by a typical CA Soldier. Individual skills are integrated with collective tasks which are performed at team or unit level. There are two types of individual tasks–shared and unique.

(1) Army Common Soldier Tasks. An Army common Soldier task is a critical task performed by every Soldier in a specific skill level regardless of MOS or branch. The proponent for Army shared tasks is the Combined Arms Training Center, Fort Leavenworth, Kansas. Army common Soldier tasks are described in STP 21-1-SMCT and STP 21-4-SMCT.

(2) Unique Individual Tasks. A unique individual task is MOS specific that other Soldiers do not have the training, capability, or requirement to perform. The designated proponent is solely responsible for the development and maintenance of a unique individual task.

c. Collective Training. A collective task is a clearly defined, discrete, and measurable activity, action or event (for example, tasks) which is performed by an integrated and coordinated collection of Soldiers and contributes directly to mission/core capability accomplishment. A collective task is derived from a mission/core capability or higher level task. Task accomplishment requires performance of procedures composed of supporting collective or individual tasks. A collective task describes the exact performance a

unit or team must perform in the field under actual operational conditions. The reference is United States Army Training and Doctrine Command (TRADOC) Regulation (Reg) 350-70, *Systems Approach to Training Management, Processes, and Products*. There are two types of collective tasks: shared and unique.

(1) Shared Collective Tasks. A shared collective task is developed by the responsible proponent and is performed by different type units. Shared tasks are doctrinally performed the same by multiple units to ensure Armywide standardized training. The manager for Army shared collective tasks is the Combined Arms Training Center, Fort Leavenworth, Kansas.

(2) Unique Collective Tasks. A unique collective task is a branch specific task that no other unit has the capability or requirement to perform. The designated proponent is solely responsible for the development and maintenance of unique collective tasks.

d. Team Training. Team training requires training of individual, leader, and collective tasks executed by members of a team. Proper execution of team tasks ensures success of the team mission. This reference focuses on the modular, scalable, *"plug and play"* CA capabilities of civil-military operations centers (CMOC), Civil Affairs teams (CATs), Civil Affairs planning teams (CAPTs), and functional specialty cells. Appendix A provides additional information.

1-3. Task Summary Format. The task summary format provides the necessary information to plan training, perform the task, and evaluate the results.

a. General. A task is a clearly defined and measurable activity accomplished by individuals and organizations. It is the lowest behavioral level in a job or unit that is performed for its own sake. It must be specific; it has a definite beginning and ending; may support or be supported by other tasks; has only one action and; therefore, is described using only one verb; a task is performed in a relatively short time; and it must be observable and measurable.

b. Task Condition. The task condition provides the trainer with information necessary to prepare for the successful performance of the task. It explains who performs the task, where the task is performed, and why the task is performed. It also identifies required equipment, tools, materials, references, and supporting personnel. Environmental conditions are identified that can alter task performance, as well as aiding and limiting factors appropriate to conduct the task.

c. Task Standard. The task standard provides the quantitative and/or qualitative criteria for determining the minimum acceptable level of task performance. It is the prescriptive measuring stick against which an individual's or unit's task performance is measured.

d. Performance Steps. Task steps are the sequence of individual activities required for successful accomplishment of the task. Task steps are in sequence or when no specific sequence is required, in logical order.

e. Evaluation Preparation. This section provides guidance to the evaluator in order to prepare the training environment and the resource requirements needed prior to conducting the testing/evaluation. Usually preparation time, testing supplies, special equipment, facilities, and so on are addressed. It also provides guidance on what instructions to give the Soldier prior to training.

f. Performance Measures. Performance measures are actions (behaviors, products, or characteristics) objectively observed and measured to determine if the Soldier performed the task to the prescribed standard.

g. Evaluation Guidance. The evaluation guide provides feedback guidance to the trainer. It also provides the performance measures for the task steps. These actions are listed in a "GO/NO-GO" format for easy evaluation. Each evaluation guide contains a feedback statement that indicates the requirements for receiving a "GO" on the evaluation.

1-4. Training Responsibilities.

a. Commander's Responsibility. The commander is responsible for the wartime readiness of all elements in the unit and is, therefore, the primary trainer. The commander is responsible for ensuring that all training is conducted in accordance with the Army standard. If a Soldier fails to meet established

standards for MOS tasks, the Soldier must retrain until the tasks are performed to standard. The objective is to focus on sustaining MOS proficiency—this is the critical factor commanders must adhere to when training individual Soldiers in units. Commanders and leaders observe and evaluate training and leader development at all levels of the organization. They provide feedback as coach, teacher, and mentor.

b. Leader's Responsibilities. Ultimately, the commander is the organization's primary trainer and training manager; however, leaders at every level are responsible for the operational readiness and training of Soldiers to perform missions along the spectrum of operations. Upon completion of the commander's assessment, the commander/leaders focus training on mission requirements to develop proficiency in new skills and knowledge, to sustain strengths, or improve weaknesses. Throughout this process, commander/leaders must continually assess not only the unit's proficiency, but the quality of training. To assure success, the commander and his subordinate leaders must adhere to the Army's training doctrine and aggressively pursue training opportunities to continually motivate Soldiers in their professional development.

c. Noncommissioned Officer's Responsibilities. NCOs train individuals, crews, and small teams. Senior NCOs in an organization are usually the most experienced trainer in the unit, and serves as the continuity as the commander and staff changes. Commanders and leaders rely on senior NCOs for candid feedback and advice on all matters relating to the unit's training. Commanders hold NCOs responsible for conducting standards-based, mission-focused training and providing feedback on individual, crew, and team proficiency. NCOs begin the professional development of newly assigned enlisted Soldiers, by quickly assimilating them into the unit, honing their newly acquired skills, continuing their training, and inculcating the spirit of "Warrior Ethos." NCOs conduct standards-based performance-oriented, battle-focused training. They—

- Identify specific individual, crew, and small-team tasks that support the unit's METL.
- Plan, prepare, rehearse, and execute training.
- Evaluate training and conduct after action reviews (AARs) to provide feedback to the commander on individual, crew, and small team proficiency.
- Fulfill an important role by assisting in the professional development of the officer corps.

d. Soldier Responsibility.

(1) Each Soldier is responsible for performing individual tasks identified by the first-line supervisor based on the unit's METL. Soldiers must perform tasks to the standards included in the task summary. If Soldiers have questions about tasks or which tasks in this manual they must perform, they are responsible for asking their first-line supervisor for clarification, assistance, and guidance. First-line supervisors know how to perform each task or can direct Soldiers to appropriate training materials, including current field manuals, technical manuals, and Army regulations. Soldiers are responsible for using these materials to maintain performance. They are also responsible for maintaining standard performance levels of all Soldier's manual of common tasks at their current skill level and below. Periodically, Soldiers should ask their supervisor or another Soldier to check their performance to ensure that they can perform the tasks.

(2) Self-development is one of the key components of the Soldier's professional development program. It is a planned, progressive, and sequential program followed by Soldiers to enhance and sustain their military competency. It consists of individual study, research, professional reading, practice, and self-assessment. Under the self-development concept the Soldier, as an Army professional, has the responsibility to remain current in all phases of the MOS. The STP is the primary source for the NCO to use in maintaining MOS proficiency. Additional career development information is provided in Appendix C of this manual.

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CHAPTER 2

Training Guide

2-1. Training Process. In order to be successful training must follow a process, regardless of the type of tasks being executed (collective, leader, or individual tasks). This process includes adequate preparation, effective presentation and practice, and thorough evaluation (evaluation is discussed in detail in Appendix B. The focus of this chapter is on training execution, which includes preparation for training, conduct of training, and recovery from training.

2-2. Training Preparation. Proper planning is critical to successful training. The steps listed below provide a guide for trainers.

　　　a. Identify individual training requirements. The unit's training plan, METL, CATS and the STPs AWT plan are sources to helping trainers define the individual training needed.

　　　b. Gather the training references and materials. The task summary provides a list of reference materials for each task. Additional information can be obtained from the websites listed in this reference.

　　　c. Plan the training. Research applicable references and initiate plans to conduct the training in support of the unit's prioritized training plan.

　　　　　(1) Develop a training execution plan by doing the following—

- Selecting tasks to be trained (collective, leader, individual, and supporting tasks).
- Identifying any preparatory training requirement for skills and knowledge.
- Determining the method of instruction: hands-on, media, instructor, demonstration, and so on. Performance-oriented training is the preferred method, when applicable. Soldiers learn best by using a hands-on approach. Actual equipment, simulators, and training devices will enhance the realism of the training.
- Integrating the reinforcement of multiple supporting tasks.
- Setting obtainable, measurable objectives for the training.
- Planning the resources (personnel, time, funds, facilities, devices, and training aids, and ammunition) required to conduct the training.
- Coordinating and publishing a training schedule.
- Developing contingency plans in case resources or the environment changes.
- Being prepared to take advantage of opportunities to conduct "hip pocket" training for any downtime.
- Developing pre-execution plan.

　　　　　(2) Conduct pre-execution activities by doing the following—

- Conducting training meetings to brief the training plan and to assign responsibilities for training and support.
- Reconnoitering training site and routes of march.
- Conducting rehearsal for trainer/instructors.
- Coordinating training support from other agencies as required.
- Performing pre-execution equipment checks.
- Identifying the leaders, trainers, evaluators, observer/controllers, and opposing force (OPFOR). Ensure all support personnel are trained to standard, and rehearsed prior to the conduct of the training. Rehearsing the training demonstrations and instructions to ensure the demonstrators and the instructors know what to do and what to say.
- Confirming training areas and locations, training ammunition allocations, training simulations and simulators availability, transportation requirements, Soldier support items, a risk management analysis, assignment of responsibility for the training, designation of trainers responsible for approved.

2-3. Conduct of Training. Ideally, training is executed using the crawl-walk-run approach. This allows and promotes an objective, standards-based approach to training. Training starts at the basic level. Crawl

events are relatively simple to conduct and require minimum support from the unit. After the crawl stage, training becomes incrementally more difficult, requiring more resources from the unit and home station, and increasing the level of realism. At the run stage, the level of difficulty for the training event intensifies. Run stage training requires optimum resources and ideally approaches the level of realism expected in combat. Well-planned, integrated training increases the professional competence of each Soldier and contributes to the development of an efficient team or unit.

a. Supervise training execution. Ensure the Soldiers are taught how to perform the task to standard and are given a chance to practice the task step-by-step. Monitor instruction for compliance to standards.

b. Manage the risk and environmental safety concerns at the proper level. Assess the risk involved in training a specific task under the conditions current at the time you are scheduled to conduct training. If necessary, implement controls to lessen the risk level. Ensure trainers take into account those cautions, warnings, and dangers associated with each task as well as environmental and safety involved in training a specific task under the conditions current at the time of training. Leaders use the safety checklist developed by the United States Army Combat Readiness Center, Fort Rucker, Alabama in conjunction with local unit safety checklists, to enhance the overall safety practices of Soldiers during training

c. Ensure environmental protection. Compliance with environmental regulations must be planned and executed during training. The Army expects Soldiers to obey local, state, federal and host nation environmental requirements. The detrimental effects on the environmental can be mitigated by following the unit environmental SOP, operations orders (OPORDs), and installation environmental regulations. Technical Circular (TC) 3-34.489, *The Soldier and the Environment*, provides additional information.

d. Evaluate how well Soldiers perform the task. Conduct evaluations during the individual training sessions or assess individual task performance during the conduct of collective training.

e. The trainer should record the result of the training performance. There are several formats to record the training, such as DA Form 5164-R (Hands-on Evaluation) and DA Form 5165-R (Field Expedient Squad Book).

f. An AAR is immediately conducted and may result in the need for additional training. Any task that was not conducted to standard should be retrained. Retraining should be conducted at the earliest opportunity. Unit leaders should program time and other resources for retraining as an integral part of their training plan. Training is incomplete until the task is trained to standard.

2-4. Recovery From Training. The recovery process is an extension of training, and once completed, it signifies the end of the training event. At a minimum, recovery includes conduct of maintenance training, turn-in of training support items, and the conduct of AARs that review the overall effectiveness of the training just completed.

a. Maintenance training is the conduct of post-operations preventive maintenance checks and services, accountability of organizational and individual equipment, and final inspections. Class IV, Class V, training aides, devices, simulators, and simulations and other support items are maintained, accounted for, and turned-in and training sites and facilities are closed out.

b. AARs conducted during recovery focus on collective, leader, and individual task performance, and on the planning, preparation, and conduct of the training just completed. AARs focus on individual and collective task performance, and identify shortcomings and the training required to correct deficiencies. AARs with leaders focus on tactical judgment. These AARs contribute to leader learning and provide opportunities for leader development. AARs with trainers, evaluators, observer/controllers, and OPFOR provide additional opportunities for leader development.

c. Once individuals have been trained to the required level of proficiency, trainers must structure training plans to repeat critical tasks at the minimum frequency necessary to sustain proficiency.

2-5. Training Evaluation. Training evaluations are a critical component of measuring readiness. Training evaluations measure the demonstrated ability of Soldiers, leaders, staffs, and units against the Army standard. Evaluation of training and the resultant feedback are integral to leader development. Training evaluations are not tests; they are not used to find reasons to punish leaders and Soldiers. Leaders use evaluations as opportunities to coach and develop subordinates. Evaluations tell units or Soldiers whether

they achieved the Army standard, assisting them in determining the overall effectiveness of their training plans.

2-6. Soldier Proficiency. Individual training prepares the Soldier to perform specified duties or tasks related to a duty position or next higher or subsequent duty positions and skill levels.

2-7. Training Assessment. Training assessment is the continuous monitoring of the unit METL proficiency and readiness throughout the training management cycle. It is more than just an evaluation of training. It encompasses a wide variety of inputs. Assessments include training, force integration, logistics, and personnel. It is the sum of those parts as well as the unit's performance to Army standards. Evaluation of training is, however, a major component of assessment. Training evaluations provide the commander with feedback on the demonstrated proficiency of Soldiers, leaders, staffs, and units. Assessment is the commander's subjective judgment of the organization's ability to accomplish its operational mission.

  a. Leaders use training assessments to—

  - Provide feedback on training proficiency to those participating in the training event using the AAR process.
  - Assess METL task proficiency.
  - Shape future training plans.
  - Enhance leader development.

  b. Leaders include the following in the assessment process—

  - Purpose of the assessment.
  - Areas that need assessing.
  - Scope of the assessment and available resources.
  - Information collected and researched that is pertinent to the assessment, such as:
    - After action reports.
    - Previous assessments in the leader's book.
    - Personal observations.
    - Formal or informal reports.
    - Internal or external evaluations.
    - Lesson plans.
    - STP/training support package (TSP).
    - Personal observations.
  - Information on the development and coordination of the assessment plan.
  - Information on assessments and interviews with Soldiers and trainers.
  - Information on the execution of the assessment plan.
  - Commander, leaders, and trainers briefs.

  c. Training Indicators. Evaluations should determine if—

  - Trainers followed the implementation procedures per reference (for example, lesson plan) and achieved training objectives.
  - Training aids supported the objectives, were appropriate, understandable, and readable.
  - Environmental conditions contributed to a proper learning environment.
  - Instructor performance met instructional standards.
  - Training products are effective and efficient.

Soldiers received required training and achieved a level of proficiency measured against the Army standard.

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CHAPTER 3

MOS/Skill Level Tasks

Skill Level 1

Subject Area 1: Civil Affairs Operations

Identify the Steps of Civil Affairs Methodology
331-38B-1003

Conditions: As a Civil Affairs (CA) Soldier assigned to a civil-military operations center or Civil Affairs team, you are given FM 3-05.40, *Civil Affairs Operations*, and FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*; and tasked to identify the steps of the CA methodology.

Standards: Identify the six steps of the CA methodology using the acronym AD3E (assess, decide, develop and detect, deliver, and evaluate) and transition, in proper sequence (Figure 1).

Performance Steps

CA Methodology	Basic Problem Solving Process	Troop-Leading Procedures	Military Decisionmaking Process
Assess	Identify the Problem	Receive the Mission	Receive the Mission
	Identify Fact and Assumptions	Issue a Warning Order	Analyze the Mission
Decide	Generate Alternatives	Develop Courses of Action (COAs)	Make a Tentative Plan
	Analyze the Alternatives	Analyze COAs	Start Necessary Movement
	Compare the Alternatives	Compare COAs	Conduct a Preliminary or Initial Assessment
	Make a Decision		
		Produce Orders	Issue the Complete Order
Develop and Detect	Execute the Decision	Supervise	Rehearse
Deliver	Execute the Decision		Execute
Evaluate	Assess the Results		Assess
Transition			

Figure 1. Comparison of CA methodology and various problem-solving and decisionmaking processes

1. Identify the acronym AD3E and transition.

2. Identify the "A" as "assess."
   a. Purpose is to "assess current conditions against a defined norm or established standard."

Performance Steps

       b. Planners look at nonmilitary factors that shape the operational environment.

  3. Identify the first "D" as "decide."
       a. Purpose is to "decide who, what, when, where, why, and how to focus CA assets and actions that support the commander's intent, planning guidance, and concept of operations (CONOPS).
       b. Planners determine who, what, when, where, why, and how to focus CA and other assets and operations to address the needs and requirements identified in the "assess" step.

  4. Identify the second "D" as "develop and detect."
       a. Purpose is to "develop rapport and relationships with the nonmilitary participants of the operation (including indigenous populations and institutions) and detect those conditions or events that would call for specific Civil Affairs operations (CAO)/civil-military operations (CMO) response."
       b. Planners develop the civil component of the common operational picture and assist commanders in finalizing their situational understanding.

  5. Identify the third "D" as "deliver."
       a. Purpose is to "engage the civil component with planned or on-call CAO (populace and resources control, foreign humanitarian assistance, nation assistance, support to civil administration, and civil information management) as appropriate.
       b. Results in an executed mission.

  6. Identify the "E" as "evaluate."
       a. Purpose is to "evaluate the results of the executed mission."
       b. Validates the CAO and CMO CONOPS and determines whether measures of effective/measures of performance have been met.

  7. Identify "transition."
       a. Purpose is to "transition CAO or CMO to follow-on CA units, other military units, host nation assets, United Nations organizations, intergovernmental organizations, nongovernmental organizations, and other civilian agencies as appropriate."
       b. Provides a sustainable solution and facilitates to commander's ability to secure the victory.
       c. Types of transition are transfer, termination, or transition.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Identified the CA methodology as AD3E and transition, in proper sequence.	——	——
2. Identified the "A" as assess.	——	——
3. Identified the first "D" as decide.	——	——
4. Identified the second "D" as develop and detect.	——	——
5. Identified the third "D" as deliver.	——	——
6. Identified the "E" as evaluate.	——	——
7. Identified transition as transfer, termination, and transition.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

Required	**Related**
FM 3-05.40	
FM 3-05.401	

Collect Civil Affairs Area Study Data
331-38B-1005

Conditions: As a Civil Affairs (CA) Soldier you are given a mission to collect CA area study data to assist with developing an area study. You are also given references FM 3-05.40, *Civil Affairs Operations*; FM 3-05-401, *Civil Affairs Tactics, Techniques, and Procedures*; a laptop or desktop computer; access to the Internet; a library; and all organic equipment necessary.

Standards: Conduct research and collect the required data for a CA area study of a designated area in accordance with (IAW) FM 3-05.401, Appendix A, and FM 3-05.40, Appendix D.

Performance Steps

1. Define an area study. An area study contains information on a designated area and is updated as required through area assessments.

2. Research area study data.
    a. Plan research.
    b. Conduct research.
    c. Refine research criteria.
    d. Record results.
    e. Assess results.
    f. List considerations.

3. Collect data for the CA area study.
    a. The CA area study is divided into two major sections.
        (1) The "general section" discusses the following for the area of operations:
            (a) Geography.
            (b) History.
            (c) People.
            (d) United States interests.
            (e) Foreign nation support.
        (2) The remainder of the CA area study covers information based on the six functional areas and 14 functional specialties within the areas:
            (a) Public administration.
            (b) Cultural relations.
            (c) Civil supply.
            (d) International law.
            (e) Public safety.
            (f) Economic development.
            (g) Food and agriculture.
            (h) Environmental management.
            (i) Public health.
            (j) Public transportation.
            (k) Public works and utilities.
            (l) Public communication.
            (m) Public education.
            (n) Civil information.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	GO	NO-GO
1. Defined an area study.	____	____

Performance Measures	GO	NO-GO
2. Researched area study data IAW FM 3-05.401, Appendix A.	——	——
3. Collected data for the CA area study IAW FM 3-05.40, Appendix D.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

   Required   **Related**
   FM 3-05.40
   FM 3-05.401

Conduct a Civil Affairs Assessment
331-38B-1006

Conditions: As a Civil Affairs (CA) Soldier on a Civil Affairs team working in a specific area of operations (AO), you are provided with the CA area assessment format, FM 3-05.40, *Civil Affairs Operations*; FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*; and the requirement to conduct an area assessment to assist in planning civil-military operations (CMO).

Standards: Conduct a CA assessment using area, structures, capabilities, organizations, people, and events (ASCOPE) factors in accordance with (IAW) FM 3-05.40 and FM 3-05.401.

Performance Steps

1. Determine the type of assessment required.
   a. The purpose of an assessment is to—
      (1) Determine current conditions.
      (2) Compare conditions to a defined norm and established standards.
      (3) Identify needs or requirements that Civil Affairs operations (CAO) or CMO can address.
   b. A preliminary assessment—
      (1) Analyzes known information about the situation or conditions in the AO.
      (2) Relates United States (U.S.) policy, goals, and objectives to the current situation.
      (3) Determines the best use of assigned assets to meet the known challenges of the assigned mission.
   c. A deliberate assessment—
      (1) Validates the preliminary assessment.
      (2) Updates the staff running estimate.
      (3) Finalizes or modifies operations planned before deployment into the AO.
   d. The outcomes derived from the area assessments:
      (1) Preliminary assessment—
         (a) Provides the input for the CMO estimate.
         (b) Identifies any threats.
      (2) Deliberate assessments—
         (a) Identifies method to observe measures of effectiveness.
         (b) Develops new situations and detect conditions.
         (c) Identifies enhanced force protection.
         (d) Identifies any threats.

2. Conduct the assessment using ASCOPE to analyze the civil component of the AO.
   a. Areas (A)–key localities or aspects of the terrain within a commander's operational environment not normally thought of as militarily significant.
      (1) Analyze key civil areas from the following two perspectives:
         (a) How these areas affect the military mission.
         (b) How military operation impact on civilian activities in these areas.
      (2) Some key civil areas that a commander should closely analyze are the following:
         (a) Locations of government centers.
         (b) Areas defined by political boundaries.
         (c) Social, political, religious, or criminal enclaves.
         (d) Agriculture and mining regions and trade routes.
         (e) Possible sites for the temporary settlement of dislocated civilians or other civil functions.
         (f) Damaged or contaminated towns, villages, or cities.
   b. Structures (S)–within the AO.
      (1) High-payoff targets include—
         (a) Bridges.
         (b) Communication towers.

Performance Steps

       (c) Power plants.
       (d) Dams.
    (2) Protected by international law or other agreements include the following—
       (a) Churches and mosques.
       (b) National libraries.
       (c) Hospitals.
       (d) Cultural sites
    (3) Practical application for U.S. military purposes include the following—
       (a) Jails.
       (b) Warehouses.
       (c) Schools.
       (d) Television and radio stations.
       (e) Print plants.
    (4) Structures that a command should closely analyze are the following—
       (a) Nuclear power plants.
       (b) Facilities that employ toxic chemicals in production processes.
       (c) Structurally unsound buildings.
    (5) Weighing consequences of removing from civilian use in terms of the following—
       (a) Political.
       (b) Economic.
       (c) Religious.
       (d) Social.
       (e) Informational implications.
       (f) Reaction to populace.
       (g) Replacement costs.
c. Capabilities (C)–include indigenous populations and institutions (IPI), intergovernmental organizations (IGOs), nongovernmental organizations (NGOs), and other government agencies (OGAs).
    (1) Existing capabilities of the populace to sustain itself.
    (2) Capabilities with which the populace needs assistance.
    (3) Resources and services that can be contracted to support the military mission.
    (4) Identify capabilities based on the following 14 CA functional specialties:
       (a) Public administration.
       (b) Cultural relations.
       (c) International law.
       (d) Public safety.
       (e) Economic development.
       (f) Food and agriculture.
       (g) Environmental management.
       (h) Public health.
       (i) Public transportation.
       (j) Public works and utilities.
       (k) Public communications.
       (l) Public education.
      (m) Civil information.
    (5) Threats from the civil component include the following:
       (a) Indigenous communications network.
       (b) Propaganda mechanisms.
       (c) Ability to organize and mobilize.
       (d) Existence of legal or illegal arms among populace.
       (e) Paramilitary skills found among the populace.
d. Organizations (O)–organized groups that may or may not be affiliated with government organizations include the following—
    (1) Church groups.
    (2) Fraternal organizations.

Performance Steps

           (3) Patriotic or service organizations.
           (4) Community watch groups.
           (5) International organizations.
           (6) IGOs.
           (7) NGOs.
           (8) Radical, social, political, religious, or criminal organizations.
           (9) Terrorist organizations.
     e. People (P)–encompasses the IPI.
           (1) Includes all the civilians or nonmilitary personnel one can expect to encounter in an AO.
           (2) Extend to those outside the AO whose actions, opinions, or political influence can affect the military mission.
           (3) Categories of civilians include the following—
               (a) Local nationals.
               (b) Local civil authorities.
               (c) Expatriates.
               (d) Foreign employees of international organizations, IGOs, and NGOs.
               (e) U.S. government and third-nation government agency representatives.
               (f) United Nation representatives.
               (g) Contractors.
               (h) Department of Defense civilian employees.
               (i) Media.
               (j) Enemy sympathizers.
               (k) Organized criminals.
               (l) Common thieves.
    f. Events (E).
           (1) Civilian events that may affect military mission include the following—
               (a) Planting and harvesting seasons.
               (b) Elections.
               (c) Riots.
               (d) Evacuations (voluntary and involuntary).
           (2) Military events that impact civilians in the AO include the following—
               (a) Combat operations.
               (b) Deployments and redeployments.
               (c) Paydays.
           (3) Threatening events include the following—
               (a) Internal feuding between competing factions.
               (b) Political or anti-U.S. and coalition rallies.
               (c) Accidental release of hazardous materials.
               (d) Rainy, windy, or drought seasons.
               (e) Outbreak of disease among the populace.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**

1. Determined which type of assessment was required.
   a. Preliminary assessment.
   b. Deliberate assessment.
	——	——

2. Conducted an area assessment using ASCOPE IAW FM 3-05.40 and FM 3-05.401. a. Areas (A)–key localities or aspects of the terrain within a commander's operational environment not normally thought of as militarily significant.	——	——

Performance Measures   **GO**   **NO-GO**

    b. Structures (S)–within the AO.
    c. Capabilities (C)–include the IPI, IGOs, NGOs, and OGAs.
       (1) Existing capabilities of the populace to sustain itself.
       (2) Capabilities with which the populace needs assistance
       (3) Resources and services that can be contracted to support the military
          mission
    d. Organizations (O)–organized groups that may or may not be affiliated with
      government organizations.
    e. People (P)–encompasses IPI.
       (1) Includes all the civilians or nonmilitary personnel one can expect to
          encounter in an AO.
       (2) Extend to those outside the AO whose actions, opinions, or political
          influence can affect the military mission.
    f. Events (E).
       (1) Civilian events that may affect military mission.
       (2) Military events that impact civilians in the AO.
       (3) Threatening events.

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
    Required   **Related**
    FM 3-05.40
    FM 3-05.401

Define the Civil Affairs Functional Specialty Areas
331-38B-1010

Conditions: As a Civil Affairs (CA) Soldier assigned to a civil-military operations center, you are assisting your team in developing a capabilities briefing. You have been tasked to define the Civil Affairs functional specialty areas in order to complete the team briefing. All required references and equipment are available.

Standards: Define the CA functional specialty areas. Accurately and completely list the six functional specialty areas and the corresponding functional specialties to each (Figure 1).

Performance Steps

Rule of Law	Economic Stability	Infrastructure	Governance	Health and Welfare	Public Education and Information
International Law	Economic Development	Public Works and Utilities	Public Administration	Public Health	Public Education
	Food and Agriculture	Public Transportation	Environmental Management	Cultural Relations	Civil Information
	Civilian Supply	Public Communication	Public Safety		

Figure 1. Civil Affairs functional specialty areas

1. Define the CA functional specialty areas. The CA functional specialty areas are defined as areas in which CA specialists provide expertise using civilian-acquired education, skills, and experience found in the departments and agencies of civilian government. These specialist may be employed in—
    a. General support of interagency operations.
    b. Direct support of military operations.

2. List the six functional specialty areas:
    a. Rule of law.
    b. Economic stability.
    c. Infrastructure.
    d. Governance.
    e. Health and welfare.
    f. Public education and information

3. Define rule of law. Rule of law is defined as:
    a. Operations to create security and stability for the civilian population by restoring and enhancing the effective and fair administration and enforcement of justice.
    b. Restore, reform, and assist the court and legal system and the public safety system.
    c. The rule of law specialty area consists of one functional specialty—international law.

4. Define economic stability. Economic stability is defined as:
    a. Providing recommendations or directions to maintain, sustain, and improve economic systems and services.
    b. Assisting in the efficient management of resources, goods, and services to enhance the viability of a society's economic system.
    c. Assessing government, corporate, and private resources and systems.

Performance Steps

        d. The economic stability specialty area consists of three functional specialties—
           (1) Economic development.
           (2) Food and agriculture.
           (3) Civilian supply.

   5. Define infrastructure. The infrastructure section is defined as:
        a. Providing technical expertise, staff advice, and planning assistance to the supported commander.
        b. Conducting assessments of the indigenous public infrastructure and systems, and determining methods to design, build, and maintain the organizations the architecture, and the systems required to support transportation, utilities, and postal systems.
        c. The Infrastructure section consists of three functional specialties—
           (1) Public works and utilities.
           (2) Public transportation.
           (3) Public communications.

   6. Define governance. The governance section is defined as:
        a. Create, resource, manage, and sustain institutions.
        b. Create processes through which a society is governed, protected, and prosper.
        c. The governance specialty area consists of three functional specialties.
           (1) Public administration.
           (2) Environmental management.
           (3) Public safety.

   7. Define health and welfare. Health and welfare is defined as—
        a. Creating, resourcing, managing, and sustaining the institutions and processes through which a society maintains the physical, mental, and societal health of its people.
        b. The health and welfare section consists of the following two functional specialties—
           (1) Public health.
           (2) Cultural relations.

   8. Define public education and information. Public education and information is defined as—
        a. Design, resource, and implement public education and information programs and systems through media and formal education institutions.
        b. Public education and information consists of the following two functional specialties—
           (1) Public education.
           (2) Civil information.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Defined the CA functional specialty areas.	——	——
2. Identified the six functional specialties.	——	——
a. Rule of law.		
b. Economic stability.		
c. Infrastructure.		
d. Governance.		
e. Health and welfare.		
f. Public education and information		
3. Defined rule of law.	——	——

Performance Measures	GO	NO-GO
4. Defined economic stability.	――	――
5. Defined infrastructure.	――	――
6. Defined governance.	――	――
7. Defined health and welfare.	――	――
8. Defined public education and information.	――	――

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
    Required   **Related**
    FM 3-05.40
    FM 3-05.401

Define Foreign Humanitarian Assistance
331-38B-1012

Conditions: As a Civil Affairs (CA) Soldier assigned to a Civil Affairs team, you are given appropriate references, which include FM 3-05.40, *Civil Affairs Operations*. You are tasked to assist the team in developing a capabilities briefing. To complete the team briefing, you are tasked to define foreign humanitarian assistance (FHA).

Standards: Define FHA accurately and completely. Include the definition and description of the different types of FHA.

Performance Steps

1. Define FHA.
    a. FHA is defined as programs conducted to relieve or reduce the results of natural or man-made disasters or other endemic conditions.
        (1) Endemic conditions include the following—
            (a) Human pain.
            (b) Disease.
            (c) Hunger.
            (d) Privation that presents threat to life or results in damage or loss to property.
        (2) Natural or man-made disasters include the following—
            (a) Hurricanes.
            (b) Earthquakes.
            (c) Floods.
            (d) Oil spills.
            (e) Famine.
            (f) Civil conflicts.
            (g) Terrorist incidents.
            (h) Incidents involving weapons of mass destruction (WMD).

2. Define the types of FHA.
    a. Humanitarian and civic assistance (HCA).
        (1) Assistance rendered during validated unit training missions.
        (2) Benefits to the local populace.
        (3) Activities that are limited by law.
    b. Disaster relief is conducted during domestic natural disasters to the aftermath of foreign conflict. Disaster relief missions include the following:
        (1) Technical assessments.
        (2) Transportation of goods and supplies.
        (3) Security for humanitarian infrastructure.
        (4) Mitigating the results of natural or man-made disasters.
    c. Dislocated civilian stability operations assist refugees and internally displaced persons. Dislocated civilian stability operations include:
        (1) Care.
        (2) Placement.
        (3) Administration camps.
        (4) Technical assistance operations.
    d. Consequence management.
        (1) Alleviate the damage, loss, hardship, or suffering caused by emergencies abroad.
        (2) Mitigate the results of intentional or inadvertent release of:
            (a) WMD.
            (b) Chemical, biological, radiological, nuclear, and high-yield explosives.
        (3) Consequence management operations include:
            (a) Assisting with restoration of essential host nation government services.
            (b) Assisting with protection of host nation public health and safety.

Performance Steps
        (c) Assisting with provision of emergency relief to host nation government, businesses, and individuals.
        (d) Identifying and assessing the threat posed by hazardous materials.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	GO	NO-GO
1. Defined FHA. Programs conducted to relieve or reduce the results of natural or man-made disasters or other endemic conditions.	——	——

2. Defined the types of FHA.
  a. HCA.
  b. Disaster relief
  c. Dislocated civilian stability operations.
  d. Consequence management.
	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
    Required   **Related**
    FM 3-05.40

Define Populace and Resources Control
331-38B-1013

Conditions: You are assigned to a civil-military operations center. You must define populace and resources control (PRC) in order to assist in preparing an information briefing for the supported element. All required references and all organic equipment is available.

Standards: Define PRC including the two special categories and the types of dislocated civilians in accordance with FM 3-05.40, *Civil Affairs Operations*.

Performance Steps

1. Define PRC operations.
    a. PRC operations are the measures taken to provide security for the populace, mobilize human resources, deny personnel to the enemy, and detect and reduce the effectiveness of enemy agents. PRC is normally the responsibility of indigenous civil governments.

2. Describe the purpose of populace control. Populace control does the following—
    a. Provides security for the populace.
    b. Mobilizes human resources.
    c. Denies personnel to the enemy.
    d. Detects and reduces the effectiveness of enemy agents.

3. Describe the purpose of resources control. Resources control does the following—
    a. Regulates movement or consumption of material resources.
    b. Mobilizes material resources.
    c. Denies material to the enemy.

4. Identify the special categories of PRC. PRC categories include the following—
    a. Dislocated civilian (DC) operations. DC operations are conducted to—
        (1) Minimize civilian interference with military operations.
        (2) Protect civilians from combat operations.
    b. Noncombatant evacuation operations (NEO). NEO are conducted to—
        (1) Protect United States (U.S.) citizens abroad.
        (2) Minimize the number of U.S. citizens at risk.
        (3) Minimize the number of U.S. citizens in combat areas to avoid impairing the combat effectiveness of military forces.

5. List the types of DC operations.
    a. Displaced person.
    b. Refugee.
    c. Evacuee.
    d. Stateless person.
    e. War victim.
    f. Internally displaced person.
    g. Returnee.
    h. Resettler.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	GO	NO-GO
1. Defined PRC operations.	——	——
a. Enforced during times of civil and military emergency		
b. Responsibility of indigenous civil governments.		

Performance Measures	**GO**	**NO-GO**
2. Described the two special categories of PRC.	____	____

      a. DC operations.
      b. NEO.

3. Listed the types of DCs.	____	____

      a. Displaced person.
      b. Refugee.
      c. Evacuee.
      d. Stateless person.
      e. War victim.
      f. Internally displaced person.
      g. Returnee.
      h. Resettler.

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

Required	**Related**
FM 3-05.104	
FM 3-05.40	
FM 3-05.401	
JP 3-07.5	

Assess Area for the Establishment of Dislocated Civilian Camps
331-38B-1014

Conditions: As a Civil Affairs (CA) Soldier assigned to a civil-military operations center with ongoing military operations. The supervisor has tasked you to assess the area for the establishment of a dislocated civilian (DC) camp. Access to open and restricted sources of information, FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*; the United States Agency for International Development (USAID)/Office of Foreign Disaster Assistance, *Field Operations Guide for Disaster Assessment and Response, Version 4* (ISBN 0-16-072925-4)*;* and all organic equipment is available.

Standards: Estimate the size requirements for the site based on the estimated number of DCs and describe site criteria used to choose the location in accordance with stated references.

Performance Steps

1. Estimate the size requirements for the DC camp.
   a. The most manageable number of people in a camp is 5,000.
   b. Planned camps should comprise a minimum of 45 square meters per person which includes the following spaces—
     (1) Household plot.
     (2) Space for roads
     (3) Foot paths.
     (4) Educational facilities.
     (5) Sanitation.
     (6) Firebreaks.
     (7) Administration.
     (8) Water storage.
     (9) Distribution areas.
     (10) Markets and storage.
     (11) Limited space for gardens for individual households.

2. Describe the criteria used for site selection.
   a. Social needs, include the following:
     (1) Consideration of social and cultural requirements.
     (2) Land that meets needs is usually limited.
       (a) Determine why the site is not already in use.
       (b) Examine whether the reason would exclude use by DCs.
   b. Water requirements:
     (1) Minimum water is 15 liters per person per day.
     (2) Availability of an adequate amount of water on a year-round basis.
     (3) Professional assessment of water availability should be conducted.
     (4) Caution used when assuming water availability by—
       (a) Drilling.
       (b) Digging.
       (c) Hauling.
     (5) Water drainage.
       (a) Entire site located above flood level.
       (b) Gently sloping area.
   c. Open space.
     (1) Usable space for—
       (a) Communal activities.
       (b) Agricultural activities.
       (c) Livestock husbandry.
     (2) Possibility of more DCs to camp.
   d. Accessibility.
     (1) Vehicle access.

Performance Steps

        (2) Close to communication links.

        (3) Close to sources of supplies and services.

    e. Environmental considerations.

        (1) Free of environmental health hazards.

        (2) Climate conditions should be suitable for habitation throughout the year.

        (3) Close to what DCs are accustomed.

    f. Soil and ground cover.

        (1) Soil should allow for—

            (a) Water absorption.

            (b) Retention of human waste.

            (c) Suitable for vegetable gardens.

        (2) Ground cover should—

            (a) Provide shade.

            (b) Reduce erosion and dust.

    g. Land rights (should be exempt from)—

        (1) Ownership.

        (2) Grazing.

        (3) Other uses by local population.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Estimated the size requirements for the DC camp.	——	——
2. Described criteria used for site selection.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

    Required   **Related**

    FM 3-05.401

    ISBN 0-16-072925-4

Define Support to Civil Administration
331-38B-1018

Conditions: As a Civil Affairs (CA) Soldier assigned to a Civil Affairs team, you are given appropriate references, which include FM 3-05.40, *Civil Affairs Operations*; FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*; and JP 3-57, *Joint Doctrine for Civil-Military Operations*; you assist the team in developing a capabilities briefing. To complete the team briefing, you have been tasked to define support to civil administration (SCA).

Standards: Define SCA accurately and completely. Include considerations and limitations for SCA in friendly territory and specific terms used in occupied territory.

Performance Steps

1. Define SCA operations.
   a. SCA is defined as military operations that help to stabilize or to continue the operations of the governing body or civil structure of a foreign nation (FN). This may be accomplished by:
      (1) Assisting an established government.
      (2) Establishing military authority over an occupied population.
   b. SCA consists of planning, coordinating, advising, or assisting those activities that reinforce or restore a civil administration that supports U.S. and multinational objectives.
   c. SCA may fulfill obligations arising from treaties, agreements, or international law, or it may be in unilateral or multilateral support of foreign-policy objectives in the country where troops are deployed.
   d. United States (U.S.) military commanders involved in SCA exercise authority normally associated with civilian governments.
   e. SCA occurs most often in stability operations. However, SCA on a small scale (referred to as civil assistance) is manifested in other CA core tasks, such as population and resources control, foreign humanitarian assistance, civil information management, and nation assistance.

2. Define SCA in friendly territory.
   a. SCA in friendly territory is defined by geographic combatant commanders supporting governments of friendly territories during peacetime, disasters, or war. Examples of support include:
      (1) Advising friendly authorities.
      (2) Performing specific administrative functions within the limits of the authority and liability established by international treaties and agreements.
   b. As situations stabilize, civilian agencies regain the functions performed by the military forces. The transition is usually a gradual process and requires detailed, long-range planning.
   c. Considerations and limitations for SCA in friendly territory.
      (1) Support should be temporary, ending as soon as the FN/host nation (HN) government can resume normal activity.
      (2) The nation's people and government must be willing to accept the support.
      (3) SCA must complement the experience and expectations of the supported agencies.
      (4) In no case will the support exceed:
         (a) FN/HN request for help.
         (b) Applicable international treaties or agreements.
         (c) Limitations imposed by the law of land warfare.

3. Define SCA in occupied territory.
   a. SCA in occupied territory involves the establishment of a temporary government, as directed by the Secretary of Defense (SecDef), to exercise executive, legislative, and judicial authority over the populace of a territory that U.S. forces have taken from an enemy by force of arms until an indigenous civil government can be established. This type of operation differs from SCA in friendly territory in that it is imposed by force instead of being requested by the FN/HN government.

Performance Steps

      b. The commander of a U.S. occupying force has the right within the limits set by international law, U.S. laws, treaties, and the Uniform Code of Military Justice to demand and enforce law and order in an occupied area to accomplish his mission and to manage the area properly. The occupied territory is effectively under U.S. military control.

      c. During SCA in occupied territory, the following terms apply:

         (1) Military governor: The military commander or other designated person who, in an occupied territory, exercises supreme authority over the civil population subject to the laws and usages of war and to any directive received from the commander's government or superior.

         (2) Military government ordinance: An enactment on the authority of a military governor promulgating laws or rules regulating the occupied territory under such control.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**

1. Defined SCA operations. Explained that SCA operations are accomplished by—
  a. Assisting an established government.
  b. Establishing military authority over an occupied population.
	——	——

2. Defined SCA in friendly territory. Explained that SCA in friendly territory is accomplished by—
  a. Advising friendly authorities.
  b. Performing specific administrative functions within limits of the authority and liability established by international treaties and agreements.
	——	——

3. Identified considerations and limitations for SCA in friendly territory. Explained that in no case did the support exceed—
  a. The FN/HN request for help.
  b. Applicable international treaties and agreements.
  c. Limitations imposed by the law of land warfare.
	——	——

4. Defined SCA in an occupied territory. Explained that SCA in an occupied territory differs from SCA in friendly territory because it is accomplished by:
  a. Involving the establishment of a temporary government as directed by the SecDef.
  b. Imposing force instead of being requested by the FN/HN government.
  c. The occupied territory is under U.S. military control.
	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

    Required   **Related**
    FM 3-05.40
    FM 3-05.401
    JP 3-57

Prepare for a Media Interview
331-38B-1022

Conditions: As a Civil Affairs (CA) Soldier assigned to a civil-military operations center, you are tasked to assist with preparing for a media interview regarding current Civil Affairs operations. All required equipment and references are available.

Standards: Identify the type of media conducting the interview, obtain public affairs guidance (PAG) for conducting interviews in the area of operations (AO), observe all operations security (OPSEC) requirements and follow the published guidance for conducting interviews with the media.

Performance Steps

1. Identify media types.
   a. The commander must know the type of media (print or broadcast), the visibility of the media (local, national, international, American, or foreign) and the style of the media (news, information, or entertainment) covering the operation.
   b. An assessment of the media should address the authority under which media representatives are operating in the theater and their degree of access to military operations.
      (1) To prepare for encounters with the media, commanders must accept and understand the role of the news organizations and the journalists in the theater, and their capabilities in getting information from the battlefield or AO.
      (2) Commanders must provide media access to the force, keeping in mind the impact their technology will have on operational security.
      (3) Commanders have a responsibility to ensure that their public affairs (PA) operations are positioned and resourced to adequately facilitate the media's needs by identifying and providing support and resources to assist the media in their mission.
      (4) Commanders and staff must assess the intensity of news media interest and anticipate the personnel, communications, transportation, and deployment requirements necessary to communicate through the news media during all stages of the operation.
   c. It is important to remember media are not the enemy.
      (1) While military professionals and journalists both serve the people, their philosophies, values, and basic outlook do not always correspond. These differences can easily lead to misunderstandings.
      (2) The vast majority of journalists and the organizations they represent are committed to the ideals of providing responsible, accurate, balanced coverage.
      (3) Good reporters will thoroughly investigate issues, and ask tough, challenging questions.
   d. Commanders and news media representatives will establish basic ground rules that ensure the free flow of information while safeguarding classified materials or operational plans.
   e. The Office of the Chief of Public Affairs is the sole authority for approving requests by foreign news media representatives to visit Army installations, activities, or agencies in the continental United States.
      (1) Foreign news media representatives are always prohibited access to classified information, activities, and areas.
      (2) Journalists in a combat zone will be credentialed by the United States (U.S.) military and will be required to abide by a clear set of military security ground rules that protect U.S. forces and their operations.
      (3) Journalists will be provided access to all major military units. Special operations restrictions may limit access in some cases.

2. Coordinate with PA.
   a. Public affairs guidance (PAG) should be used when preparing for an interview. It is the operational tool that guides commanders and their public affairs officers (PAOs) in the application of doctrine and policy during major military operations, exercises, and contingencies.
   b. PAG provides mission specific guidance to support public discussion of the operation.

Performance Steps

          (1) It establishes the command's PA policies, identifies issues likely to be of interest, delineates the Army perspective, and recommends appropriate themes.

          (2) It addresses the methods, timing, and authority for releasing information to news media representatives.

          (3) PAOs will establish local forms and will exercise caution when issuing credentials to anyone outside the PA office.

     c. When preparing for a media interview, planning is important to ensure command directives, Department of Defense guidance, regulations and directives stipulated by the commander's intent, and mission requirements are included.

     d. Determine the means of identifying correspondents with a legitimate need for gathering news about military affairs and fostering a professional relationship between the military and the media.

          (1) Accreditation does not provide correspondents any special privileges.

          (2) Accessing military areas, receiving information, and using facilities remain the commander's prerogatives within the bounds of security.

  3. Prepare for the interview.

     a. CA Soldiers must always work through the PAO, as well as notify and get approval from their chain of command before talking to the press.

     b. What CA Soldiers do before they meet the media is as important as what they do when they actually meet them.

          (1) By being prepared, CA Soldiers will not only be more confident and comfortable, they will be able to get their story across to the audience.

          (2) Often, the preparatory activities will determine the success or failure of a media interview.

     c. When preparing for an interview, some steps that should be taken are:

          (1) Be aware of your surroundings and follow local operations security measures when choosing a location for the interview.

          (2) Set the amount of time allowed for the interview.

          (3) Get the name and telephone number of the person you will be speaking to.

          (4) Consider the type of questions the media will ask, and think through your responses. Ask for questions ahead of time. When possible, ask for PA assistance.

          (5) Determine what questions you will not answer prior to the interview and inform the media of those questions prior to the interview. This will help in avoiding "No Comment" situations.

          (6) Do your homework. Make sure you are familiar with the facts supporting the commander's position and that they are up-to-date.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Identified the media types conducting the interview.	——	——
2. Coordinated with PA.	——	——
a. PAG should be used when preparing for an interview.		
b. PAG provides mission specific guidance to support public discussion of the operation.		
3. Prepared for the interview.	——	——
a. Observed OPSEC.		
b. Predetermined the duration of the interview.		
c. Prepared responses for expected questions.		
d. Conducted research on expected topics of discussion.		
e. Obtained the name and phone number of person conducting the interview.		

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

Required	Related
AR 360-1	
FM 3-61.1	

Identify the Organization and Functions of Civil Affairs
331-38B-1035

Conditions: As a Civil Affairs (CA) Soldier assigned to a Civil Affairs team (CAT) attached to a unit, you are tasked to assist in the preparation of a briefing by identifying the organization and functions of CA. All required references and equipment are available.

Standards: Identify the CA capabilities alignment, the associated CA component, and the CA functions by echelon in accordance with FM 3-05.40, Civil Affairs Operations.

Performance Steps

1. Identify the functions of CA.
   a. The primary function of all Army CA units is—
      (1) To support the warfighter by engaging the civil component of the battlefield.
      (2) Interface with indigenous populations and institutions (IPI), intergovernmental organizations (IGOs), nongovernmental organizations (NGOs), and other civilian and government organizations, and military forces to assist the supported commander with accomplishing his mission.
   b. CA units support special operations forces and conventional forces at the tactical, operational, and strategic levels.
   c. The Army CA force is concentrated in the United States Army Reserve (USAR).
   d. To enable rapid deployment of CA forces, an Active Army airborne-qualified CA brigade with a worldwide mission was created.
   e. The CA requirement is accomplished by organizing Army CA units to support allied forces, the Services, United States Government (USG) agencies, agencies of other countries, and various IGOs.

2. Identify the organizational structure of CA (USAR) (Figure 1). The CA force consists of four regionally aligned Civil Affairs Commands (CACOMs) that support one of four unified combatant commands. Each CACOM is further broken down by brigade, battalion, and company.
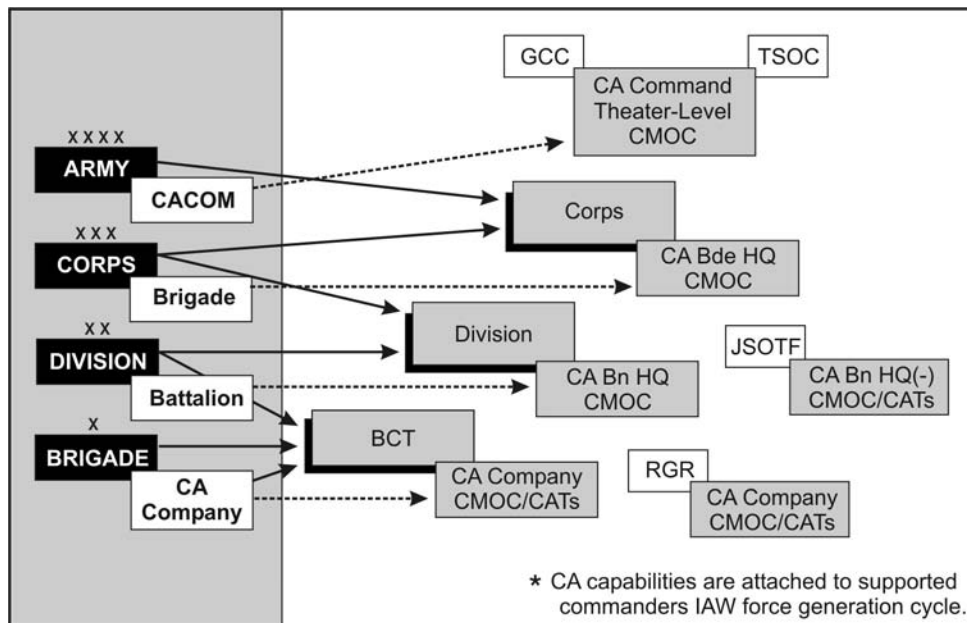
Figure 1. CA capabilities alignment

Performance Steps

3. Identify the functions of the CACOM (USAR). The functions of the CACOM are to—
    a. Serve as the geographic combatant commander's (GCC's) senior CA advisor (CACOM commander).
    b. Serve as the theater-level focal point for civil-military coordination, collaboration, and consensus by providing subject-matter expertise to guide strategic-level military planners in melding their planning into a comprehensive civil-military campaign plan.
    c. Provide theater-level staff plugs to the GCC, subunified, and Service component commands.
    d. Formulate CA operation plans (OPLANs) to support the theater policy for populace and resources control (PRC), foreign humanitarian assistance (FHA), civil information management (CIM), nation assistance (NA), and support to civil administration (SCA) operations.
    e. Assist in establishing plans and policies for civil-military operations (CMO) support of all concept plans (CONPLANs) and OPLANs for the GCC and operational plans for the components.
    f. Program (assist) and manage theater-level spending implementation plans and policies to resource CMO projects by using various resources (Overseas Humanitarian Disaster and Civic Aid [OHDACA], commander's emergency response program [CERP], and commander's quick impact).
    g. Plan and help to set the conditions for the transition of stabilization, reconstruction, and development to civil authority.
    h. Conduct short-term support to civil administration and enable host nation (HN) government functions.
    i. Routinely know and support information operations (IO) core capabilities in indigenous government capacity—building and delivery of government services.
    j. Provide theater-level analysis of specified civil information in coordination with the joint interagency coordination group; develop strategic-level civil inputs to the supported commander's common operational picture (COP).
    k. Conduct command and control (C2) systems management of Civil Affairs operations (CAO) and select theater-level CMO functions and capabilities (forces).
    l. Prepare to establish the theater-level core of joint civil-military operations task force (JCMOTF) and combined joint civil-military operations task force.
    m. Liaise with supported military, IPI, IGOs, NGOs, and other governmental agencies (OGAs) in-theater.
    n. Train, equip, mobilize, and deploy assigned or attached CA forces.
    o. Employ modular packages of technical expertise in the six CA functional areas to plan, coordinate, assess, or manage CAO based on mission requirements.
    p. Provide predeployment C2 of assigned and attached CA brigades, battalions, and companies.

4. Identify the organization of the CACOM. The CACOM consists of a—
    a. Headquarters and headquarters company (HHC).
    b. Five Civil Affairs planning teams (CAPTs).
    c. One civil-military operations center (CMOC), (capable of forward and rear operations).
        (1) Three functional specialty cells.
        (2) Two civil liaison teams (CLTs).
        (3) One CIM cell.

5. Identify the functions of the CAPTs. The functions of the CAPTs are to—
    a. Develop complete CA plans, policy, and programs that support the GCC's strategic CMO plans.
    b. Provide support at the geographic combatant command, theater special operations command (TSOC), joint force land component command, and the Army Service component command (ASCC) staff levels.
    c. Assist CMO and other military planners with integrating the supported commander's military campaign plans into wider political-military or civilian-military strategic campaign plans.

Performance Steps

6. Identify the functions of the CMOC. A CMOC is located from the company to the CACOM level. The functions are to—
   a. Serve as the primary coordination interface for the United State armed forces and IPI, humanitarian organizations, IGOs, NGOs, multinational military forces, and other civilian agencies of the USG.
   b. Facilitate continuous coordination among the key participants with regard to CMO and CAO from local levels to international levels within a given area of operations (AO).
   c. Develop, manage, and analyze the civil inputs to the COP.

7. Identify the functions of the CLT. CLTs are located at the CACOM, brigade, and battalion levels. The functions of the CACOM CLT are to—
   a. Provide limited civil-military interface for the exchange of information among IPI, IGOs, NGOs, and OGAs.
   b. Provide the CMOC with a storefront for CAO and CMO coordination capability without interfering with the regular staff functions.

8. Identify the functions of the CIM cell. The CIM cell is located within the CMOC from the CA battalion to the CACOM levels. The functions are to—
   a. Collect and consolidate civil information from CATs, CLTs, other military elements, USG and multinational agencies, IPI, IGOs, and NGOs, and act as the primary interface between the sensors and analysts.
   b. Collate information to create the civil input to the COP for the CMOC and supported unit.
   c. Integrate civil information with the supported element, higher headquarters, other USG/Department of Defense agencies and organizations as appropriate.

9. Identify the functions of the CA brigade (USAR). The functions of the CA brigade are to—
   a. Provide the CA capability to support a corps/ASCC, or three-star joint task force (JTF).
   b. Serve as the corps/JTF commander's senior CA advisor (brigade commander).
   c. Plan, coordinate, and enable operational-level stability operations in coordination with HN, IGOs, NGOs, and OGAs focused on the regional to national levels of civil governments.
   d. Provide the ability to assess, develop, obtain resourcing for and manage operational-level humanitarian assistance and CMO spending implementation strategy.
   e. Train, equip, and deploy assigned or attached CA battalions and companies, and other CMO capabilities.

10. Identify the organization of the CA brigade (USAR). The USAR CA brigade consists of—
    a. HHC.
    b. One CAPT.
    c. One CMOC.
       (1) Two CLTs.
       (2) One functional specialty cell.
    d. One or more CA battalions.

11. Identify the functions of the CA brigade (Active Army). The functions of the CA brigade are to—
    a. Rapidly deploy as an initial entry CA capability in support of the joint force special operations component, the corps/ASCC, the JTF, the GCC, or the TSOC.
    b. Serve as the initial entry ground commander's senior CA advisor in contingency operations (brigade commander).
    c. Provide unit-level administration for the brigade.
    d. Serve as the core of an expeditionary JCMOTF.
    e. Train, equip, and deploy assigned or attached CA battalions and companies.

12. Identify the organization of the CA brigade (Active Army). The Active Army brigade consists of the following—
    a. HHC (maintenance and rigger sections).
    b. One CAPT.

Performance Steps
      c. One CMOC.
      d. One CLT.

13. Identify the functions of the CA battalion (USAR). The functions of the CA battalion are to—
      a. Plan, coordinate, and enable tactical-level stabilization and reconstruction focused on provincial-level and below civil institutions.
      b. Provide CMOC with C2 system capability to division commander.
      c. Provide CMOC, CAPT, CLT, functional specialty cells, and CATs for supported unit.
      d. Plan, support, and coordinate FHA, PRC, SCA, and NA.
      e. Train, equip, and deploy assigned or attached CA companies.
      f. Provide unit-level administration for the companies.

14. Identify the organization of the CA battalion (USAR). The USAR CA battalion consists of—
      a. HHC.
      b. One CAPT.
      c. One CMOC.
         (1) One CLT.
         (2) One functional specialty cell.
         (3) Four CA companies (includes one CMOC and five CATs).

15. Identify the functions of the CA battalion (Active Army). The functions of the CA battalion are to—
      a. Rapidly deploy by all means of infiltration, to include static-line parachute.
      b. Plan, coordinate, and enable tactical-level stabilization and reconstruction focused on the supported commander's AO.
      c. Prepare to serve as the core of a civil-military task force.
      d. Synchronize CAO with CMO, IO, and Psychological Operations plans. Receive and collate civil information from CATs, CLTs, and CA companies into tactical-level to operational-level civil inputs to the supported commander's COP using classified and unclassified communications links.
      e. Operate in remote and austere environments in support of special operations forces (SOF) and conventional forces as required.
      f. Provide cross-cultural communications and linguistic capabilities to the supported maneuver commander.
      g. Provide unit-level administration for the companies.

16. Identify the organization of the CA battalion (Active Army). The Active Army CA battalion consists of—
      a. HHC.
      b. One CAPT.
      c. One CMOC.
         (1) One CLT.
         (2) Four CA line companies.

17. Identify the functions of the CA company (USAR and Active Army). The functions of the USAR and Active Army CA company are to—
      a. Rapidly deploy.
      b. Conduct civil reconnaissance and plan, coordinate, and enable CAO and project management.
      c. Provide C2 system management through the company CMOC to CATs.
      d. Provide a standing CMOC capability with generalist expertise in public health, public works, and public safety (USAR only).
      e. Provide five CATs to support three maneuver battalions, a CMOC, and a brigade combat team (BCT)-directed operation.
      f. Facilitate integration of civil input into the BCT's COP.

Performance Steps

18. Identify the organization of the CA company (USAR and Active Army). The Active Army and USAR CA company consists of—
    a. Company headquarters.
    b. One CMOC.
    c. Five CATs.

19. Identify the functions of CATs (USAR and Active Army). The function of CATs is to conduct CAO and provide CMO planning and assessment support to tactical maneuver commanders.

20. Identify the organization of CATs (USAR and Active Army). The functions of CATs are to—
    a. Conduct civil reconnaissance.
    b. Conduct key leader engagement by constantly vetting contacts to eventually identify elites within the CAT's area of responsibility.
    c. Plan, coordinate, and enable CAO and project management.
    d. Provide civil information to the supported unit and CMOC for inclusion of civil inputs to the supported commander's COP.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Identified the functions of CA.	⎯⎯	⎯⎯
2. Identified the organizational structure of CA (USAR).	⎯⎯	⎯⎯
3. Identified the functions of the CACOM.	⎯⎯	⎯⎯
4. Identified the organization of the CACOM.	⎯⎯	⎯⎯
5. Identified the functions of the CAPTs.	⎯⎯	⎯⎯
6. Identified the functions of the CMOC.	⎯⎯	⎯⎯
7. Identified the functions of the CLT.	⎯⎯	⎯⎯
8. Identified the functions of the CIM.	⎯⎯	⎯⎯
9. Identified the functions of the CA brigade (USAR).	⎯⎯	⎯⎯
10. Identified the organization of the CA brigade (USAR).	⎯⎯	⎯⎯
11. Identified the functions of the CA brigade (Active Army).	⎯⎯	⎯⎯
12. Identified the organization of the CA brigade (Active Army).	⎯⎯	⎯⎯
13. Identified the functions of the CA battalion (USAR).	⎯⎯	⎯⎯
14. Identified the organization of the CA battalion (USAR).	⎯⎯	⎯⎯
15. Identified the functions of the CA battalion (Active Army).	⎯⎯	⎯⎯
16. Identified the organization of the CA battalion (Active Army).	⎯⎯	⎯⎯
17. Identified the functions of the CA company (USAR and Active Army).	⎯⎯	⎯⎯
18. Identified the organization of the CA company (USAR and Active Army).	⎯⎯	⎯⎯

Performance Measures	**GO**	**NO-GO**
19. Identified the functions of CATs (USAR and Active Army).	____	____
20. Identified the organization of CATs (USAR and Active Army).	____	____

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
    Required   **Related**
    FM 3-05.40

Define Nation Assistance
331-38B-1040

Conditions: As a Civil Affairs (CA) Soldier assigned to a Civil Affairs team, you are tasked to define nation assistance (NA). This information will aid your team in developing a capabilities brief. You have access to FM 3-05.40, *Civil Affairs Operations*, and all other relevant references.

Standards: Define NA, to include the definition of security assistance (SA), foreign internal defense (FID), and military civic action (MCA) in accordance with FM 3-05.40.

Performance Steps

1. Define NA.
   a. NA is defined as civil or military assistance (other than foreign humanitarian assistance) rendered to a nation by United States (U.S.) forces within that nation's territory during peacetime, crises or emergencies, or war based on agreements mutually concluded between the United States and that nation.
   b. NA operations support a host nation (HN) by promoting sustainable development and growth of responsive institutions. The goal is to promote long-term regional stability.
   c. NA programs often include, but are not limited to, SA, FID, and Title 10 United States Code (Department of Defense) programs, such as MCA, and activities performed on a reimbursable basis by federal agencies or intergovernmental organizations. All NA activities are normally coordinated with the U.S. Ambassador through the Country Team.

2. Define SA. SA is defined as groups of programs authorized by the Foreign Assistance Act of 1961, as amended, and the Arms Export Control Act of 1976, as amended. SA includes other related statutes by which the United States provides defense articles, military training, and other defense-related services by grant, loan, credit, or cash sales in furtherance of national policies and objectives.

3. Define FID. FID is defined as the participation by civilian and military agencies of a government to aid a HN in freeing and protecting its society from subversion, lawlessness, and insurgency. FID is conducted during—
   a. Times of conflict.
   b. Training exercises.
   c. Other activities showing U.S. resolve to and for the region.

4. Define MCA. MCA is defined as operations intended to win support of the local population for their nation and its military.
   a. MCA programs include planned, executed, and promulgated projects useful in reaching desired U.S. objectives, and goals.
   b. MCA uses indigenous or paramilitary forces, and is carried out as short-term projects with the long-term goal of fostering national development.
   c. MCA complies with U.S. fiscal laws.
   d. U.S. personnel are limited to training and advising the HN military on planning and executing projects useful to the local population.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	GO	NO-GO
1. Defined NA.	----	----
2. Defined SA.	----	----

Performance Measures	<u>**GO**</u>	<u>**NO-GO**</u>
3. Defined FID.	___	___
4. Defined MCA.	___	___

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
    Required   **Related**
    FM 3-05.40

Subject Area 2: Civil Information Management

Define Civil Information Management
331-38B-1004

Conditions: As a Civil Affair (CA) Soldier working in a civil-military operations center, you must define civil information management (CIM) in order to assist in preparing an information briefing to the supported element. All required references and equipment are available.

Standards: Define CIM in accordance with FM 3-05.40, *Civil Affairs Operations*, and FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*.

Performance Steps

1. Define civil information.
    a. Civil information is information with relations to civil area, structures, capabilities, organizations, people, and events (ASCOPE) within the civil component for the commander's operating environment.
    b. Civil information is processed to increase Department of Defense (DOD), interagency, indigenous populations and institutions (IPI), intergovernmental organizations (IGOs), nongovernmental organizations (NGOs), and—
        (1) Situational awareness.
        (2) Situational understanding.
        (3) Situational dominance.
    c. Civil information is generated through:
        (1) Collection–literal gathering of relevant information.
            (a) Assessments, area studies, and so on.
            (b) Civil reconnaissance (CR).
        (2) Collation–ordering data in groupings.
        (3) Processing–physical and cognitive manipulation of separate pieces of data into information.
        (4) Analysis–sifting of information for patterns and indicators as past behaviors or ideas that might have predictive value and application.
        (5) Production–packaging of information into forms and structures easily disseminated.
        (6) Dissemination–pushing knowledge products to consumers.

2. Define CIM.
    a. Process whereby civil information is collected, entered into a central database, and internally fused with supported element, higher headquarters, other United States Government and DOD agencies, international organizations, and NGOs to ensure—
        (1) Timely availability of information for analysis.
        (2) Widest dissemination of the raw and analyzed civil information to military and nonmilitary partners throughout the area of operation.
    b. CIM supports the commander's operational function and includes—
        (1) Conducting CR to find, analyze, and report civil information.
        (2) Coordinating with non-CA assets to achieve a coherent reconnaissance and execution plan.
        (3) Synchronizing the collection and consolidation of civil information.
        (4) Developing the civil component of the common operational picture (COP).
        (5) Increasing the supported commander's environment awareness.
        (6) Assisting in the development of the supported commander's COP.
        (7) Conducting interagency, international organizations, IPI, IGOs, and NGOs coordination.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	GO	NO-GO
1. Defined civil information.	____	____
2. Defined CIM.	____	____

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
    Required   **Related**
    FM 3-05.40
    FM 3-05.401

Conduct Information Gathering Through Civil Affairs Operations
331-38B-1019

Conditions: As a Civil Affairs (CA) Soldier assigned to a Civil Affairs team, you are tasked to conduct information gathering through Civil Affairs operations (CAO) in order to assist in planning CAO and civil-military operations (CMO). All required references, military decisionmaking process documents, and all organic equipment are available.

Standards: Conduct information gathering through CAO in accordance with (IAW) mission requirements and Chapter 3 of FM 3-05.401, *Civil Affairs Tactics, Techniques and Procedures*.

Performance Steps

   1. Define key terms relating to information gathering.
      a. Information–knowledge derived from study, observation, or experience.
      b. Intelligence:
          (1) The product resulting from the collection, processing, integration, analysis, evaluation, and interpretation of available information concerning foreign countries or areas.
          (2) Information and knowledge about an adversary obtained through observation, investigation, analysis, or understanding.
      c. Intelligence cycle–the process by which information is made available to all users.
      d. Intelligence preparation of the battlefield (IPB)–a continuing process that employs an analytical methodology to reduce uncertainties concerning the enemy, environment, and terrain for all types of operations. The IPB process follows a basic three-step plan:
          (1) Build an extensive database for each potential area in which a unit may be required to operate.
          (2) Analyze the database in detail to determine the impact of the enemy, environment, and terrain on operations.
          (3) Present the information in graphic form (overlays, sketches, charts, briefings, and so on).
      e. Commander's critical intelligence requirements (CCIR)–information required by the commander that directly affects his decisions and dictates the successful execution of operational or tactical operations. CCIR result in the generation of three types of information requirements:
          (1) Priority intelligence requirements–what the commander needs to know about the enemy or the area of operation.
          (2) Friendly forces information requirements–what the commander needs to know about the friendly forces.
          (3) Essential elements of friendly information–what friendly information must be protected and concealed from the enemy.
      f. Collection plan–a plan for collecting information from all available sources to meet intelligence requirements and for transforming those requirements into orders and requests to appropriate agencies.
      g. Collection management–in intelligence usage, the process of converting intelligence requirements into collection requirements, establishing priorities, tasking or coordinating with appropriate collection sources or agencies, monitoring results, and retasking, as required.

   2. Identify collection responsibilities for CA Soldiers.
      a. Support CCIR.
          (1) The supported commander's CCIR–CA units are included in the information collection plan of the supported unit. CA units are expected to passively gather and report information that meets the criteria of the supported unit's collection plan.
          (2) The CA commander's CCIR–the CA commander relies on his S-2 to provide intelligence and pertinent information. Accurate, complete, and timely civil information enables the commander and staff to estimate, in advance, what effect CMO may have on the mission or courses of action of the supported unit or headquarters. Ongoing civil information support concerning popular attitudes toward civic action projects allows the commander to fine-tune projects to better meet area needs.

Performance Steps

    b. Establish key relationships.

        (1) Relationships with the civilian populace–the nature of CAO requires that CA Soldiers develop and maintain close relationships with the civilian population. These relationships can be utilized to gather valuable civil information about the area of operations.

        (2) Relationships with military intelligence (MI):

            (a) CA elements collect information that the S-2 turns into intelligence. CA forces, if used correctly, can complement the intelligence collection process, especially human intelligence. In some cases, CA elements can also enhance the capabilities of technical intelligence or intelligence concerning foreign technological development that may have eventual application for military use. A coordinated effort of CA and MI allows CA Soldiers with their wide range of activities and contacts to provide the commander valuable information for mission accomplishment.

            (b) Organic intelligence assets within CA units are relatively limited. Therefore, a key component of successful CA and CMO intelligence support is the ability of CA unit intelligence Soldiers to integrate themselves into the theater intelligence architecture through the S-2 of their higher headquarters and supported units.

    c. Record lessons learned.

        (1) Record lessons learned as they are happening. The post-deployment after action review (AAR) is not the time to start trying to remember what happened over the course of the deployment. Do not expect that the officers or noncommissioned officers who write the formal AAR are going to be able to accurately portray events that happened days, weeks or months before. The Soldiers who do the mission are the only ones who can accurately record what happened, what was learned, and what should be done differently.

        (2) Transmit lessons learned to the rear as soon as possible. Trainers, training developers, and doctrine writers update their doctrine and training based on current information from downrange. Transitioning units use lessons learned from current operations to train-up for deployment. Do not wait until the next rotation to transmit new information on how the situation downrange is evolving.

Note: CA Soldiers gather information necessary to describe and define the civil situation of an area of operations. Information gathering is obtained from classified and open sources. CMO planners organize data collection according to the political, military, economic, social, information, infrastructure, and other systems analysis approach.

  3. Identify collection limitations for CA Soldiers.

    a. Although CA Soldiers are in an ideal position to collect a variety of information that may be of intelligence value, it is not their primary mission. Their job is to establish a close working relationship with the local population in day-to-day operations and to provide a conduit for information to flow from the population to the command.

    b. The mission of the unit drives the intelligence cycle. CA units collect and report information; however, CA Soldiers are not, and must avoid appearing to be, intelligence agents. They should actively pursue only information that supports the CA mission. Other information may be passively collected while in pursuit of the CA mission; this information should be duly noted and turned over to the S-2 for processing.

    c. By using the term "information gathering," military forces may be able to foster better communications with other agencies, and thereby benefit from their valuable knowledge. This information is very valuable to military commanders as they seek to accomplish missions that focus not on destroying an enemy, but on providing aid and assistance to the indigenous populations and institutions of a foreign country.

        (1) The term "information gathering" should be used instead of "intelligence" because CAO and CMO involve in-depth coordination or interaction with nongovernmental organizations and intergovernmental organizations.

Performance Steps

>> (2) The term "information gathering" is appropriate in peacekeeping operations because peacekeepers must be neutral and impartial. Nonmilitary organizations may resent being considered a source of intelligence. These organizations may perceive that United States forces are seeking to recruit members of their organizations for collection efforts, or turn the organizations into unknowing accomplices in some covert collection effort.

> 4. Collect information IAW issued command guidance.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Defined key terms relating to information gathering.	——	——

2. Identified collection responsibilities for CA Soldiers.
   a. Support CCIR.
   b. Establish key relationships.
   c. Record lessons learned.
	——	——

3. Identified collection limitations for CA Soldiers.
   a. CA Soldiers must avoid the appearance of being intelligence agents.
   b. CA Soldiers should collect only information that supports the CA mission.
	——	——

4. Conducted information gathering IAW issued command guidance and FM 3-05.401.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

Required	**Related**
FM 3-05.40	
FM 3-05.401	

Prepare a Situation Map
331-38B-1025

Conditions: As a Civil Affairs (CA) Soldier assigned to a civil-military operations center (CMOC), Civil Affairs team, or a civil-military operations cell of a supported unit, you are tasked to prepare a situation map. You are given all required references and equipment, current maps and overlays, and other military decisionmaking products.

Standards: Prepare a situation map (SITMAP) in accordance with FM 1-02, *Operational Terms and Graphics*.

Performance Steps

1. Define and identify the purpose of a SITMAP.
   a. Definition: A map showing the tactical or administrative situation at a particular time.
   b. Purpose.
       (1) A SITMAP provides a rapid and understandable means for commanders and staff to communicate an operational plan, concept, or friendly/enemy situation.
       (2) Commanders require two general categories of information when analyzing the situation map:
           (a) Status of equipment and personnel.
           (b) Composition of the task-organized forces.
       (3) The SITMAP serves as a focal point for all collected CA data. It includes all information regarding the supported unit, the area of responsibility (AOR) boundaries, main supply routes, as well as unit locations.

2. Prepare the base map.
   a. Secure the appropriate map or map sections representing the AOR.
   b. Apply a transparent cover over the map, creating a protective surface upon which to record only essential and critical baseline operational information. Use clear acetate film, with or without a sticky backing, or a thin (1/8 inch) sheet of Plexiglass on plywood if available.
       (1) When using a sticky-backed acetate film:
           (a) Cut the film to map size, or larger.
           (b) With at least one person's help, carefully apply the film to the map, avoiding any film wrinkles on the map.
           (c) Trim excess film from the edges of the map.
           (d) Apply a durable tape to the edges of the map to prevent separation of the film from the map during normal use.
       (2) When using a removable acetate film:
           (a) Apply a simple reference mark on at least two opposite edges of the map.
           (b) Position the film over the map on a table, and apply the same reference mark at the same points on the film. These marks, when aligned, will ensure precise alignment of the map with the protective layer at all times during use.
           (c) Secure the map and the protective layer together with a durable tape so they will remain aligned and not shift.
       (3) When using Plexiglass:
           (a) Prepare the Plexiglass sheet, and a sheet of plywood to fit behind the map.
           (b) Drill holes for fasteners at the corners and edges of the Plexiglass.
           (c) Fix the map sheet to the plywood, using an open stapler or tape, so that it cannot shift.
           (d) Apply the Plexiglass sheet over the map and secure it to the plywood with fasteners such as screws or nuts and bolts.
   CAUTION: Use flat washers to ensure Plexiglass does not split when tightening the fasteners.
   c. Figure 1 shows an example of a map board measuring approximately 4 feet x 8 feet, with the SITMAP in the middle.

Performance Steps
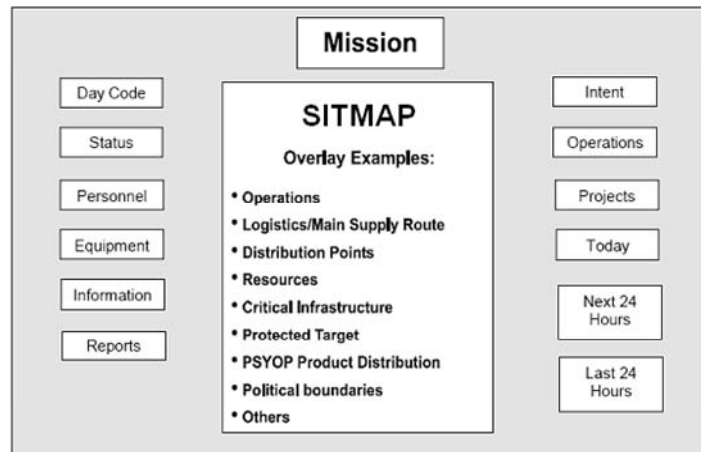
Figure 1. Sample situation board

    d. Overlays.
        (1) To avoid map clutter, supplementary information is added using map overlays. Overlays are used on SITMAPs to depict much of this information, and are dependent upon the operation and the security classification of the information posted.
        (2) Typical CA overlays include resources, dislocated civilians, protected targets, political boundaries, Psychological Operation product distribution areas, and critical infrastructure.
        (3) Refer to the critical task 331-38B-1026, Prepare a Civil-Military Operations Overlay, for further understanding of the use of overlays with the situation map.

  3. Depict graphic control measures on the SITMAP.
    a. Graphic control measures are used to show defining features of an operation such as boundaries, static areas, maneuver areas, targets, points, lines, and obstacles.
    b. Standardize graphics. By using standard symbols to represent units, weapons, nonlethal and civilian considerations, along with objectives, boundaries, routes of march, and other control measures, the SITMAP becomes an indispensable tool for accurate representation of civil-military operations (CMO) activity.
    c. Control measures are placed on the map to reflect their orientation on the ground. An example is shown in Figure 2. Note the placement of the detail labeled "CMOC."
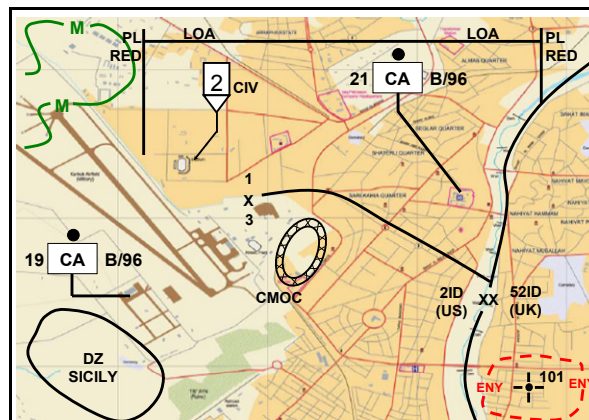
Figure 2. Example SITMAP with graphic control measures and symbols

    d. Colors.
        (1) Show all friendly graphic control measures in black.

Performance Steps

      (2) Show hostile graphic control measures in red. If red is not available, place the abbreviation "ENY" on the graphic in at least two places. Figure 2 shows an example of an enemy location on the bottom-right corner of the map. If other colors are used to show friendly or hostile factions, create a legend to ensure understanding. A legend is a simple box drawn on the border of the map, containing text, colors and graphics to explain the meaning of a symbol used on the map.

      (3) When neutral or unknown graphic control measures are included on the map, use green and yellow. If green and yellow are not available, draw neutral or unknown graphics in black and include the abbreviations of "NEU" for neutral or "UNK" for unknown.

      (4) Draw all obstacles (friendly, enemy, neutral, factional) using the color green. An example of an obstacle is a minefield, as shown in Figure 2, at the top-left corner of the SITMAP.

  e. Labeling–boundaries.

      (1) The SITMAP reader should be able to read all text labels when the bottom of the map is closest to the reader.

      (2) Use upper-case letters for all text labeling.

      (3) Unit designation Figure 3.

         (a) Use abbreviations next to the boundary line to label unit designations, when the abbreviation will not cause confusion.

         (b) When the boundary is between units of different countries, show the two-letter country code in parentheses behind or below the unit designation.

      (4) Unit echelon.

         (a) Symbols for echelons of command are shown in Figure 3.

Echelon	*Symbol*
Team/Crew	Ø
Squad	•
Section	••
Platoon/Detachment	•••
Company/Battery/Troop	I
Battalion/Squadron	II
Regiment/Group	III
Brigade	X
Division	XX
Corps	XXX
Army	XXXX
Army Group	XXXXX
Region	XXXXXX

Figure 3. Echelon of command

         (b) Label unit echelon symbols perpendicular to the boundary line, as shown in Figure 4.

         (c) When the boundary is between units of different echelons use the symbol for the higher echelon unit on a lateral boundary, as shown in Figure 4.

Performance Steps
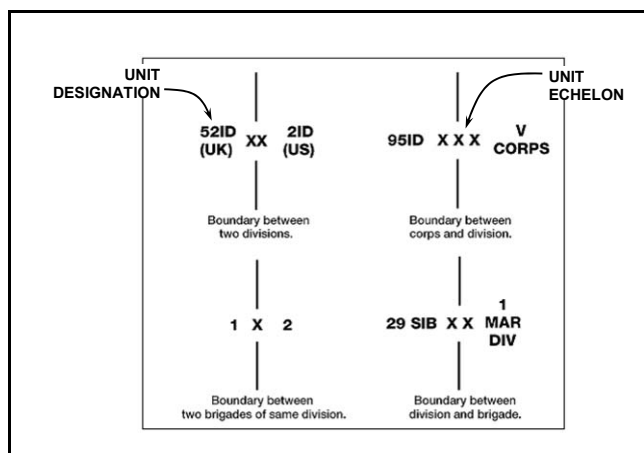
Figure 4. Friendly lateral boundaries

        (d) Use English numerals to show the unit echelon for battalion and below.
        (e) Use Roman numerals to show the unit echelon for brigade or higher.
   f. Symbols.
       (1) Figure 5 contains examples of common CMO symbols.
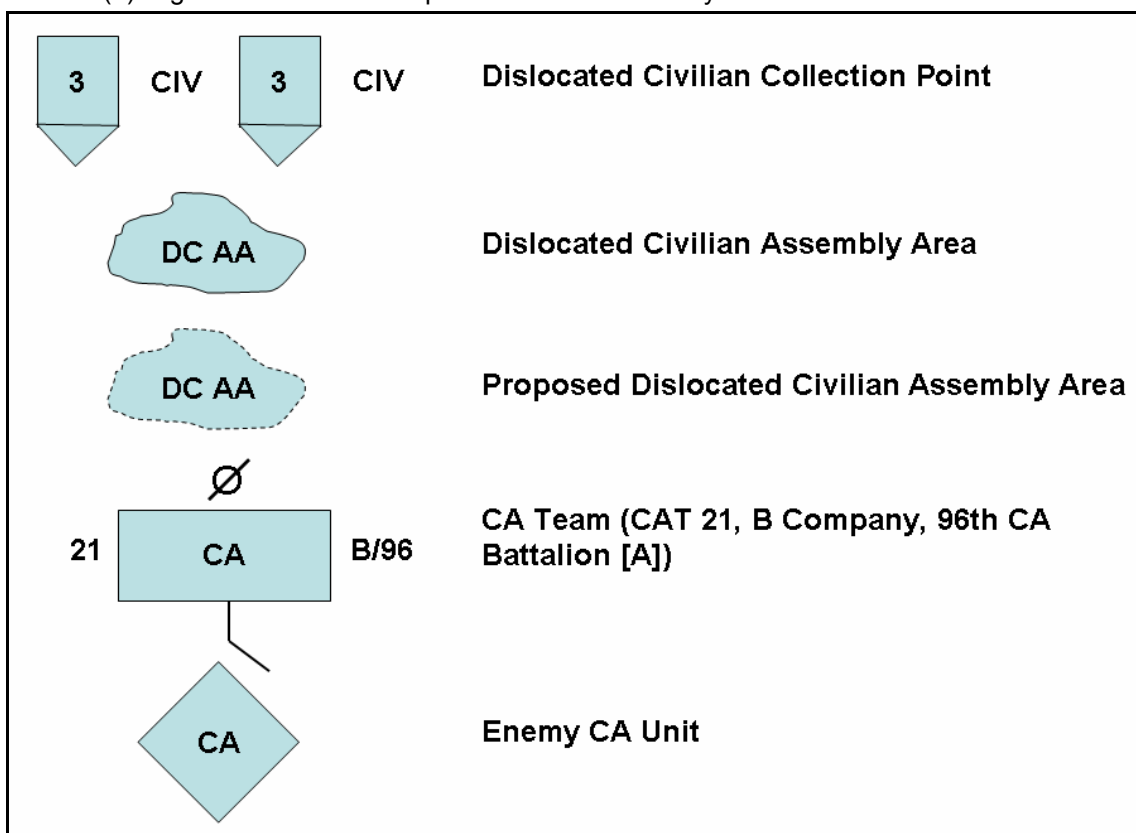
Figure 5. Sample of civil-military operations specific graphic symbols

       (2) FM 1-02 is the resource for any and all military map symbols and graphic control measures.
   g. Lines.
       (1) A phase line (PL) is used for control and coordination of military operations. A PL is

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usually defined by one or more easily identified terrain or man-made features in the operational area, such as a ridgeline, roadways, rivers, or prominent structures.

(2) Lines of control are named as PLs for easy reference in orders and during radio transmissions. Mark phase lines on the SITMAP as "PL (NAME)", as shown at the top of the SITMAP where the line of control is labeled "PL RED."

(3) Other lines that have a specific purpose are also labeled as phase lines (no-fire line = "NFL"; line of departure = "LD"; limit of advance = "LOA"). Place the specific label on top of the PL, inside the lateral boundaries, at both ends of the line or as often as necessary for clarity.

Note: Refer to FM 1-02 for further information pertaining to map symbols and graphic control measures.

4. Depict military units on the SITMAP.
  a. Standards and rules for graphic symbol design.
    (1) Units, equipment, installations, and other elements relevant to military operations are graphically depicted on a military map by the use of military symbols. As a part of doctrine, these symbols provide a common visual language for all users.
    (2) Standardization of military symbols is essential if operational information is to be passed among military units without misunderstanding. A single standard is used to develop and depict hand-drawn and computer-generated military symbols for situation maps, overlays, and annotated aerial photographs for all types of military operations.
    (3) Avoid using any military symbols or combinations and modifications of symbols that differ from those shown in FM 1-02. Use the FM 1-02 index for quick reference. If, after searching FM 1-02, you must create a new symbol, follow the rules in Chapter 5. Also explain the new symbol on the SITMAP in a legend.
  b. Building unit symbols. FM 1-02, Chapter 4, provides rules for building specific sets of military symbols. These rules provide details of construction, but allow enough flexibility for the user to build symbols to meet operational needs.
    (1) A unit symbol is composed of four components (Figure 6).
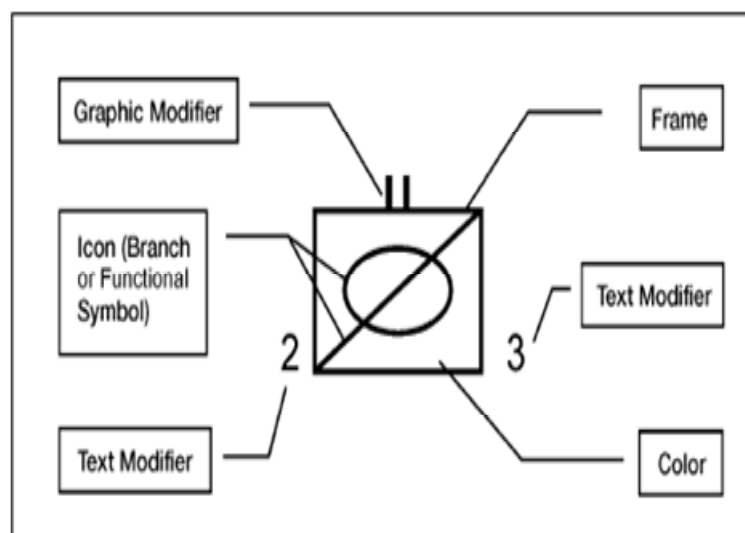
Figure 6. Unit symbol components

(a) Frame–a geometric border.
(b) Color–filled inside the frame.
(c) Branch–functional icon of an arm of the service.
(d) Text–or other symbol modifiers.
(2) Steps for building unit symbols.
  (a) Step 1: Choose the frame in Figure 7 that matches the affiliation of the unit

Performance Steps

(friendly, hostile, neutral, and so on). The frame shape for suspect affiliation is used for ground units not positively identified.
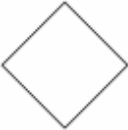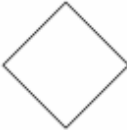
Affiliation	Friendly	Assumed Friend	Hostile	Suspect	Neutral	Unknown	Pending
Frame							

Figure 7. Land unit frame shapes and affiliations

(b) Step 2: Choose the branch or functional symbol for inside the frame. In Figure 8 the affiliation is friendly and the branch is infantry.
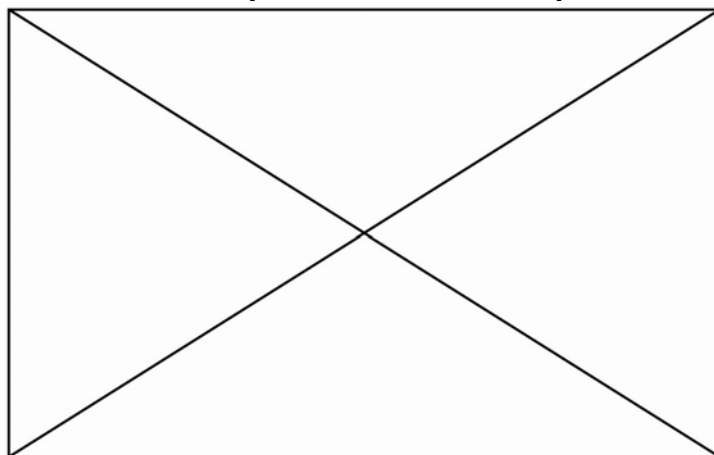
Figure 8. Friendly infantry unit

(c) Step 3: Choose the second (additional) branch symbol modifier (if required) that further explains the capability of that unit. In this example, the branch symbol modifier is "mechanized" or "armored", as shown in Figure 9.

Performance Steps
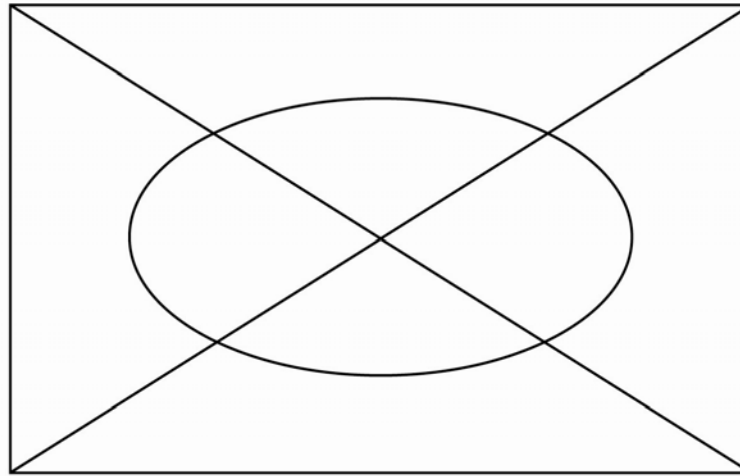
Figure 9. Friendly mechanized infantry unit

(d) Step 4: Choose the third branch symbol modifier (if required) for the next capability. In Figure 10 the third function or capability is "wheeled" or more appropriately "wheeled armored vehicle." This is called a mobility modifier. It describes the capability of the unit to move personnel and equipment.
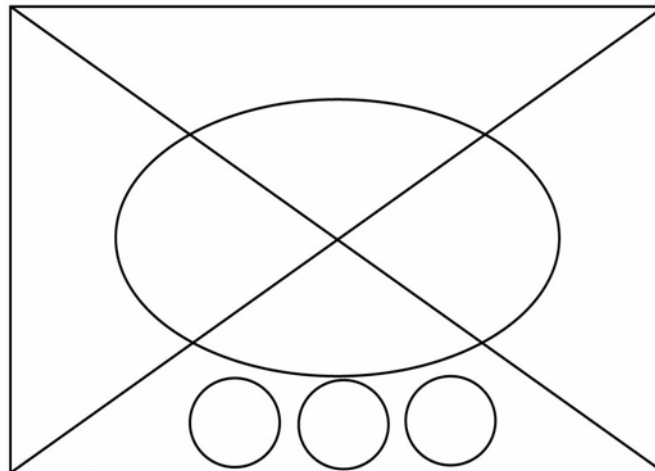
Figure 10. Friendly wheeled armored infantry unit

(e) Step 5: Choose a fourth branch symbol modifier for any other capability. In Figure 11 the fourth function or capability is "gun system equipped." It is possible to have additional symbol modifiers; however, for this example, no further functional or capability modifiers are required.

Performance Steps
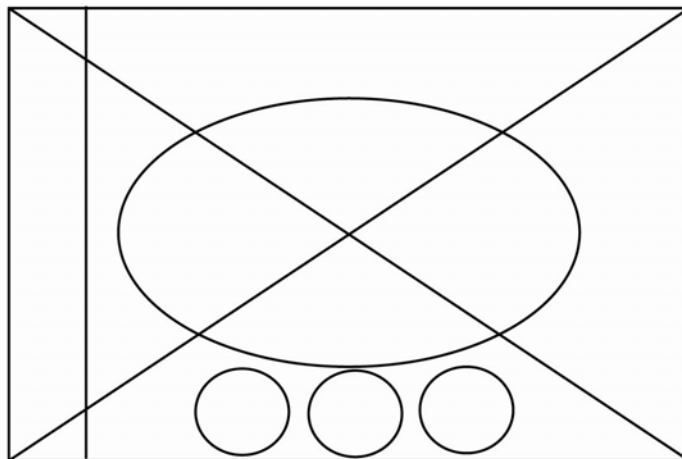
Figure 11. Friendly wheeled armored infantry unit with gun systems

(f) Step 6: Choose the text or graphic modifiers as necessary to provide further amplifying information. In Figure 12 the graphic modifier is the echelon symbol for a battalion. Refer to Table 1 for echelon symbols.
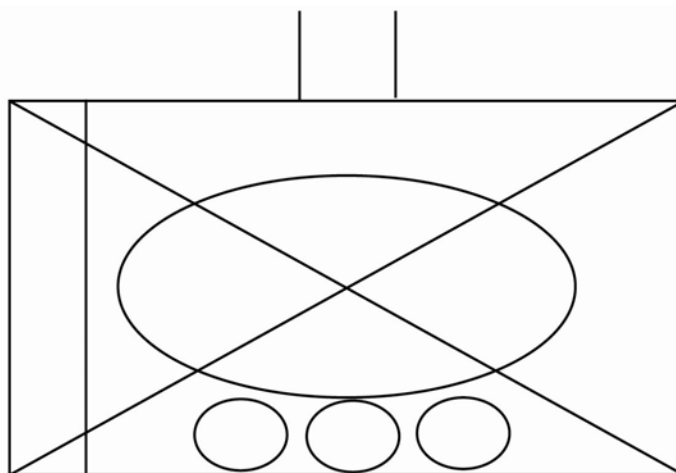
Figure 12. Friendly wheeled armored infantry battalion with gun systems

(g) Step 7: Add a unique designation to the symbol. This is an alphanumeric designator that uniquely identifies a particular unit. Figure 13 shows 4th Battalion 9th Infantry Regiment (MECH).

Performance Steps
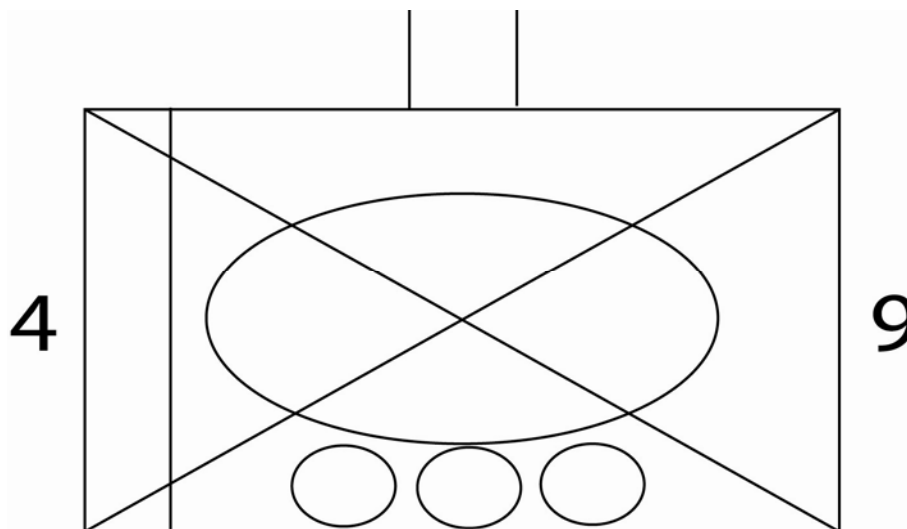
Figure 13. Unique designation

c. Positioning unit symbols on the SITMAP.
   (1) The center of mass of the unit symbol indicates the general vicinity of the center of mass of the unit. To indicate precise location or reduce clutter on the SITMAP in an area with multiple units, a line (without an arrow) extends from the center of the bottom of the frame to the unit location displayed. The line may be extended or bent as required (Figure 14).

Single Unit
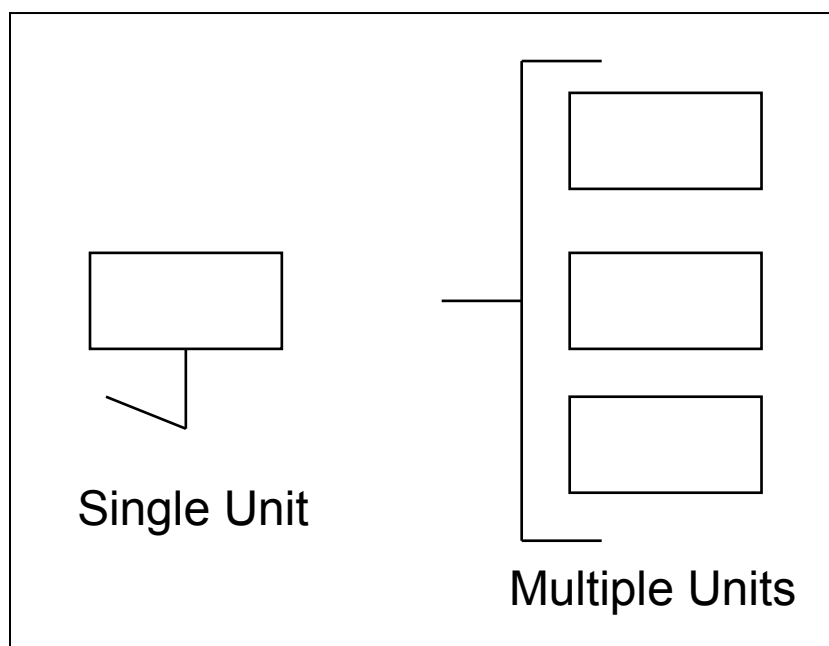
Multiple Units

Figure 14. Offset and multiple unit locations

   (2) When a group of units (or installations) other than a headquarters is at one location, the grouping of the symbols may be enclosed with a bracket and the exact location indicated by a line from the center of the bracket.

Performance Steps

        (3) Headquarters unit symbols include a staff or line drawn from the bottom left-hand corner of the frame (Figure 15). This staff may be bent or extended as required to indicate unit location.
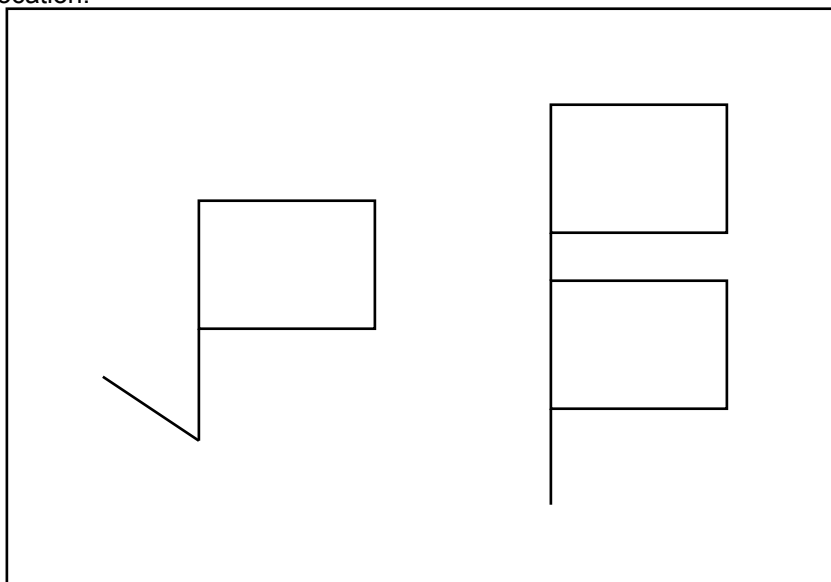
Figure 15. Offset and multiple headquarters locations

        (4) When several headquarters are at one location, more than one headquarters can be on a single staff. The highest echelon headquarters is placed on top, followed by the next levels in descending order.

   5. Determine document security classification of the SITMAP.

     a. AR 380-5, Department of the Army (DA) Information Security Program, paragraph 1-9, The Individual, states "All DA personnel, regardless of rank, grade, title, or position, have a personal, individual, and official, responsibility to safeguard information, related to national security, that they have access to. All DA personnel will report, to the proper authority, the violations by others that could lead to the unauthorized disclosure of classified and sensitive information. This responsibility cannot be waived, delegated, or in any other respect, excused. All DA personnel will safeguard all information and material, related to national security, especially classified information, which they access, and will follow the requirements of this and other applicable regulations."

     b. Determine the highest overall classification of the map, or any of the information recorded on the map or map board, by consulting with your supervisor.

     c. Prominently display the highest classification (CONFIDENTIAL, SECRET, and so on) on the map board, centered on the top and on the bottom margins of the SITMAP.

     d. Comply with your unit's standing operating procedure for handling and safeguarding classified information.

   6. Maintain the SITMAP. As time passes, update the SITMAP according to the changing situation. This is a continuous process that includes moving graphic control measures, units, obstacles, and updating the classification as required.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Defined SITMAP.	――	――
2. Identified the purpose of a SITMAP.	――	――
3. Prepared the base map.	――	――
4. Depicted graphic control measures on the SITMAP.	――	――
5. Depicted military units on the SITMAP.	――	――
6. Determined the document security classification.	――	――
7. Maintained the SITMAP.	――	――

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

Required	**Related**
AR 380-5	
FM 1-02	
FM 3-05.40	
FM 3-05.401	
FM 3-25.26	

Prepare a Civil Affairs Operations Overlay
331-38B-1026

Conditions: As a Civil Affairs (CA) Soldier assigned to a civil-military operations center, CA team, or civil-military operations cell of a supported unit, you are tasked to prepare Civil Affairs operations (CAO) overlays. You are given all required references and equipment, a current situation map (SITMAP), and other military decisionmaking products.

Standards: Prepare Civil Affairs operations overlays to a given situation map in accordance with FM 1-02, *Operational Terms and Graphics*.

Performance Steps

1. Define and identify the purpose of a CAO overlay.
    a. Definition: A transparent layer of tactical, civil, or administrative information applied over a SITMAP, aerial photograph or sketch, showing graphical details of the situation on the ground at a particular time.

Note: On automated (computer) displays, map overlays are graphic layers of information joined electronically to the base map layer, and are "turned on or off." The scope of this task is limited to instruction and guidance on map overlays hand-drawn on transparent sheets of clear acetate film, for use with paper maps.

    b. Purpose:
        (1) A CAO overlay provides a rapid and efficient method for adding information to, or removing information from, a SITMAP. This technique enables commanders and staff to communicate details of an operational plan, concept, or friendly/enemy combatant force situation, while preventing clutter or confusion, and maintaining readability of the SITMAP.
        (2) Typical CAO overlays serve as layers of supplemental information and valuable details of activities within the area of responsibility (AOR), including:
            (a) Supported units.
            (b) Resources.
            (c) Dislocated civilians.
            (d) Protected targets.
            (e) Control measures.
            (f) Supply routes.
            (g) Obstacles.
            (h) Points (target-, -of impact, -of departure, and so on).
            (i) Lines (phase-, -of departure, -of contact, -of demarcation, and so on).
            (j) Political boundaries.
            (k) Psychological Operations product distribution areas.
            (l) Critical infrastructure.

2. Prepare the base map and blank overlay sheets (Figure 1).
    a. Base map.
        (1) Ensure the base map is fixed to the map board to prevent shifting.
        (2) Devise a method for securing an overlay sheet upon the SITMAP so that the overlay cannot shift around while being used.

Performance Steps

Position of fasteners, for hanging overlays.

SITMAP

Overlay Examples:

• Operations
• Logistics/Main Supply Route
• Distribution Points
• Resources
• Critical Infrastructure
• Protected Target
• PSYOP Product Distribution
• Political boundaries
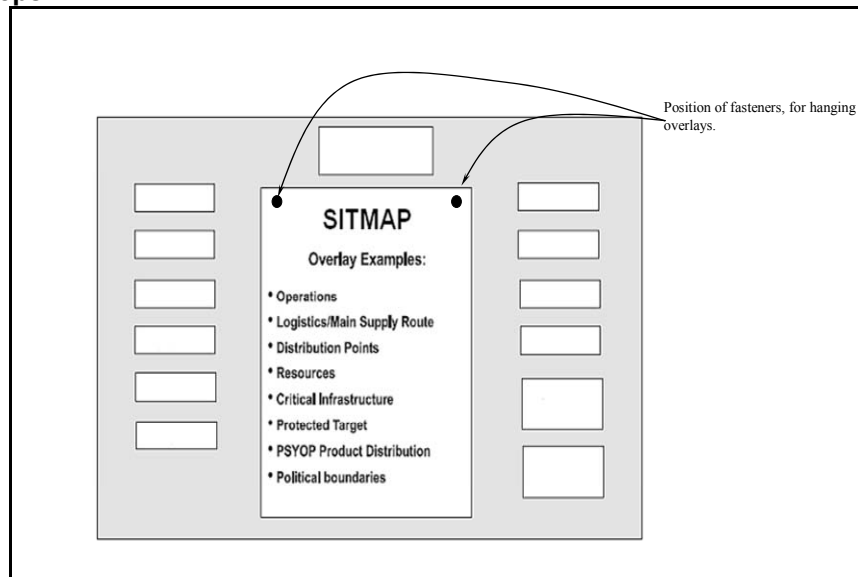
Figure 1. Map board with overlay fasteners

Note: One method is to fasten a wood screw (cup hook, binder clip, or any other fastening device) to the top-left and top-right corners of the map board, approximately two inches in from the sides of the SITMAP, as shown in Figure 1.

      b. Blank overlays.

          (1) Cut each sheet of acetate film to the same size as the base map, or slightly larger.

          (2) Apply a durable cloth (2 inch duct) tape border over the top edge of each sheet of acetate, resulting in tape on the front and back sides of the top edge.

          (3) Align each acetate sheet with the map, and mark the position of the screws behind the taped top edge of the acetate.

          (4) Using a hole punch or knife, cut a clean hole through the taped edge of each acetate sheet large enough to hang the sheet over the SITMAP. Test fit the overlay on the map board fasteners.

   3. Orient the overlay to the SITMAP.

      a. Registration marks (Figure 2) show exactly where the overlay fits on the map; without them, it is difficult to align the overlay with the map.

      b. Place the overlay sheet over the SITMAP, and tape it in place so it cannot shift.

      c. Using a straight edge and a permanent black ink marker, trace the grid intersections nearest two diagonally opposite corners of the overlay, creating registration marks (crosshairs) on the overlay (Figure 2).

CAUTION: Strive for precision when plotting the registration marks, as the smallest error will diminish the accuracy of all information on the overlay.

      d. Label each registration mark with the 4-digit coordinates for that grid intersection, as shown in Figure 2.

Performance Steps
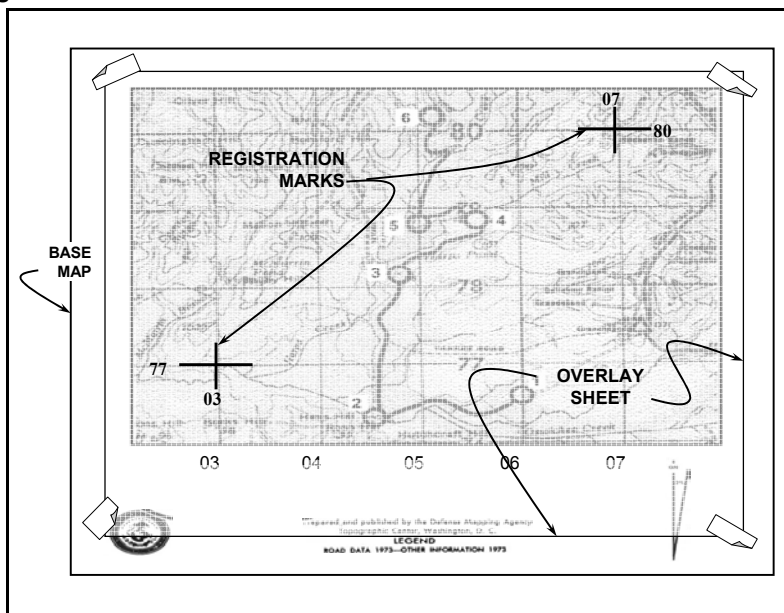
Figure 2. Overlay with registration marks

4. Observe rules and standards for plotting supplemental information on an overlay.
   a. FM 1-02 is the primary source for developing and depicting hand-drawn (and computer-generated) military symbols for situation maps, overlays, and aerial photographs for all types of military operations.
   b. Use standard symbols and graphic control measures found in FM 1-02.
      (1) A symbol is a graphic representation of units, equipment, installations, control measures, and other elements relevant to military operations. These symbols provide a common visual language for all users. Standardization of military symbols is essential if operational information is to be passed among military units without misunderstanding.
      (2) Graphic control measures are graphic directives given by a commander to subordinate commanders to assign responsibilities, coordinate fire and maneuver, and control combat operations. They include boundaries; lines; areas; points; targets; or nuclear, biological or chemical attacks/events.
   c. Draw graphic control measures, symbols and details on the overlay at the same scale as on the map (aerial photograph, or other graphic) and oriented to their true position on the ground.
   d. If you have observed any topographic or cultural features on the ground that are not shown on the base map, such as a new road or a destroyed bridge, plot their positions as accurately as possible on the overlay and mark with the standard topographic symbols.
   e. An accurate, well-organized set of overlays is an indispensable tool for representation of current CMO activity.

5. Produce CAO overlays.
Note: The contents and details of each overlay are variable, depending upon the scope of activity in the AOR and requirements of the primary users of the overlay. Overlays are frequently used as supplements to orders or reports, where the recipient will have an identical map, so it may be necessary to show only that detail with which the order or report is directly concerned.
   a. Prepare a protected target overlay.
      (1) Figure 3 is an example of a protected target list (PTL), which you might produce by reconnaissance, or may be provided by your supervisor.

Performance Steps


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                        CLASSIFICATION
                   PROTECTED TARGET LIST
1. Government                              Grid          Designation
      a.  Legal
            • Sears International Law Building   PU61318460     GO004
      b.  Public Administration
            • Johnston Courthouse              PU61318460     GO001
      c.  Public Education
            • Southview High School            PU61319168     GO002
      d.  Public Health
            • Fayetteville General Hospital     PU61317320     GO005
      e.  Public Safety
            • Boon Fire Department              PU61321150     GO003
2. Economics/Commerce
      a.  Economic Development
            • Labor Department                 PU61345678     EC002
      b.  Civilian Supply
            • Al's Farm Machinery              PU13678232     EC003
      c.  Food and Agriculture
            • Jones's Fishery                  PU61321150     EC001
3. Public Facilities
      a.  Public Communications
            • WDAK FM 1690 – Radio Station    PU61345654     PF003
      b.  Public Transportation
            • Greyhound Bus Terminal           PU61345689     PE001
      c.  Public Works and Utilities
            • Redmond Power and Lights         PU61348603     PF002
4. Special Functions
      a.  Cultural Relations
            • Church of Korean Bethel Presbyterian  PU13633284  SF003
      b.  Civil Information
            • Fayetteville Observer Times       PU13674268     SF004
      c.  Dislocated Civilians
            • Olympic Stadium                  PU13679866     SF005
      d.  Emergency Services
            • Rescue (Hoffman Co.)             PU13634531     SF001
      e.  Environmental Management
            • Groundwater Management Assistant  PU13678981     SF002
                          OVERLAY KEY
```

COLOR	DESIGNATION	DESCRIPTION
Green	GO	Government Functional Specialty Area
Blue	PF	Public Facilities Functional Specialty Area
Black	EC	Economics/Commerce Functional Specialty Area
Red	SF	Special Functions Specialty Area

CLASSIFICATION

Figure 3. Example of a protected target list

(2) Figure 4 shows what a protected target overlay will look like. This overlay diagram depicts eight protected sites–two from each of the four functional areas recorded on the PTL in Figure 3 above. It also includes the two required grid reference points, and the security classification centered at both the top and bottom edges of the overlay.
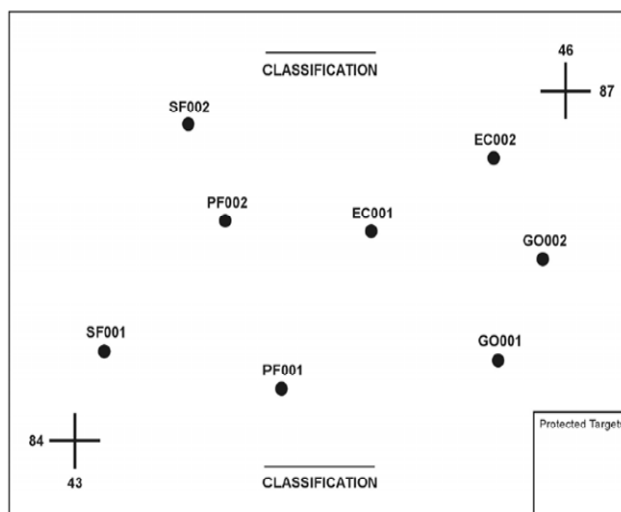
Figure 4. Diagram of a protected target overlay

(3) Using the SITMAP and PTL provided by the supervisor for your AOR prepare a protected target overlay.
  (a) Plot and label the essential registration marks on a blank overlay sheet.
  (b) Plot and label a minimum of six targets.
  (c) Add the classification to the overlay.
b. Prepare a dislocated civilians (DC) overlay.
  (1) Figure 5 shows what a DC overlay will look like. This overlay diagram depicts DC movement routes, check points along the movement routes, control and assembly points, emergency rest areas, and any DC facility. It also includes the two required grid

Performance Steps

reference points, and the security classification centered at both the top and bottom edges of the overlay.

(2) Depict major DC considerations on the overlay.

(a) Assembly areas. An assembly area is a temporary holding area for civilians before they return to their homes or move to a more secure area. Assembly areas are usually in a secure, stable environment and may include schools, churches, hotels, and warehouses.

(b) Movement routes. All DC movements take place on designated routes that are kept free of civilian congestion. When selecting routes for civilian movement, consider the types of transportation common to the area.

(c) Control and assembly points. After selecting and marking the movement routes, CA and host nation authorities establish control and assembly points at selected key intersections. The G-9 or S-9 coordinates with the provost marshal, the movement control center, and the G-4 for the locations of these points for inclusion in any traffic circulation plan.

(d) Emergency rest areas. CA personnel set up emergency rest areas at congested points to provide for the immediate needs of the DCs. These needs include water, food, fuel, maintenance, and medical services.

(e) Dislocated civilians camp. The location of the DC camp is extremely important. Engineer support and military construction materials are necessary when camps are in areas where local facilities are unavailable–for example, hotels, schools, halls, theaters, vacant warehouses, unused factories, or workers' camps. CA Soldiers must avoid those sites near vital communication centers, large military installations, or other potential military targets. The location of the camp also depends on the availability of food, water, power, and waste disposal. Additional considerations include the susceptibility of the area to natural or man-made disasters (for example, flooding, pollution, and fire) and the use of camp personnel as a source of local labor support.
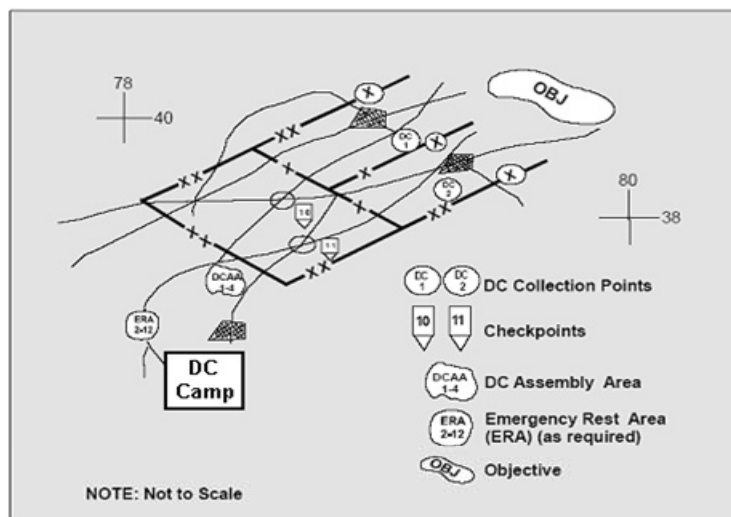
Figure 5. Example of a dislocated civilian overlay

(3) Using the SITMAP and detailed information provided by your supervisor for your AOR prepare a DC overlay.

(a) Plot and label the essential registration marks on a blank overlay sheet.

(b) Plot and label assembly areas, as applicable.

(c) Plot and label movement routes, as applicable.

(d) Plot and label control and assembly points, as applicable.

(e) Plot and label emergency rest areas, as applicable.

Performance Steps
  (f) Plot and label the DC camp, as applicable.
  (g) Add the classification to the overlay.

6. Record marginal information on the overlay. When all required detail has been plotted or traced on the overlay, print marginal information as close to the lower right-hand corner as detail permits, as shown in Figure 6. Include the following data:
    a. Title and objective -this tells the reader why the overlay was made and may also give the actual location. For example, "Road Reconnaissance" is not as specific as "Route 146 Road Reconnaissance."
    b. Time and date of information–the exact time the information was obtained helps users when determining its reliability and usefulness.
    c. Map reference–sheet name, sheet number, map series number, map scale. If the reader does not have the same map that was used for the overlay, this provides the information necessary to obtain it.
    d. Author–the name, rank, and organization of the author, supplemented with a date and time of preparation of the overlay, tells the reader if there was a time difference between when the information was obtained and when it was reported.
    e. Legend–if nonstandard symbols were invented to show the required information.
    f. Security classification–the highest classification of either the map or the information placed on the overlay. State if the information and map are unclassified.
    g. Additional information–any other essential information that amplifies the overlay. Make it as brief as possible.
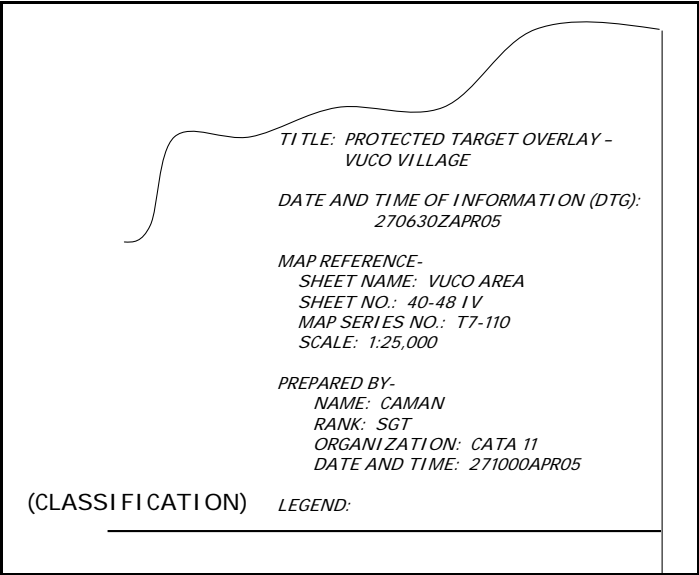
Figure 6. Example of marginal information on the overlay

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Defined and identified the purpose of a CAO overlay.	――	――
2. Prepared the base map and blank overlay sheets.	――	――
3. Oriented the overlay to the SITMAP.	――	――

Performance Measures	**GO**	**NO-GO**
4. Observed rules and standards for plotting supplemental information on an overlay.	——	——
5. Prepared a protected target overlay.	——	——
6. Prepared a DC overlay.	——	——
7. Recorded marginal information on the protected target overlay and the DC overlay.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

Required	**Related**
FM 1-02	
FM 3-05.401	
FM 3-25.26	

Integrate Civil Affairs Operations Overlays with Other Staff Sections
331-38B-1027

Conditions: As a Civil Affairs (CA) Soldier assigned to a civil-military operations center (CMOC) or the civil-military operations (CMO) cell of a supported unit, you are tasked to integrate Civil Affairs operations (CAO) overlays with other staff sections. A situation map with CAO overlays, overlays of other staff sections, and all required references and equipment are available.

Standards: Integrate the CAO overlays with other staff sections in accordance with FM 1-02, *Operational Terms and Graphics*.

Performance Steps

1. Identify other staff sections within your supported command requiring integration and coordination for overlays.
    a. Integration of overlays with other staff sections is a deliberate process for distributing and receiving vital information such as enemy and friendly situations; active and planned dislocated civilian operations; the status of arts, monuments, archives and resources; or historical event records.
    b. Confer with your supervisor to determine names and locations of staff using the same base map as your section:
        (1) Requiring overlay information that you are generating and maintaining.
        (2) Providing overlay information that the CMOC requires.
WARNING: Consult with your supervisor before providing information to civilian authorities, foreign nation organizations, intergovernmental organization, nongovernmental organizations or any individuals or organizations outside of your command.
        (3) Your supervisor will check with the principal staff officer (S-3) having staff responsibility for operations security. The S-3 plans, coordinates, approves, and directs the S-2 section in intelligence analysis, production, and dissemination, and is responsible for information security.
    c. Establish voice communications and digital connections (telephone, facsimile, and computer) with the supported staff, including contingency plans for exchanging information during periods of disrupted operations.
    d. Maintain a directory of supported and supporting staff, for ready reference. Inform your supervisor of the location of your directory.

2. Collect and record vital information from your sources.
    a. CMOC and Civil Affairs team Soldiers engage in a systematic, continuous process of analyzing the changing civil and threat environment within their assigned geographic area. Well-maintained maps and overlays depict current and future CA activities and operations, support running estimates of the situation, and contribute significantly to the military decisionmaking process.
    b. Establish a schedule with your sources (internal to your command and external) to receive regular information updates required for charts, maps and overlays for which you are responsible.
    c. Receive and publish this information in a regular and dependable manner.
    d. Maintain contact information on the supported staff, for ready reference.

3. Synchronize with the schedule and routine of supported staff.
    a. Confirm when your CMO officer briefs the supported commander. Ensure overlays are current, updated, and delivered to the briefing location on time.
    b. Coordinate with supported staff; establish a schedule for the receipt or delivery of operational overlay information.
    c. As necessary, set up work schedules for 24-hour operations to receive, process, and deliver information for supported staff.

Performance Steps

4. Deliver charts, maps, and overlays or pick up source information IAW unit standing operating procedures (SOPs) and information security regulations.
    a. AR 380-5, *Department of the Army (DA) Information Security Program*, paragraph 1-9, The Individual, states: "All DA personnel, regardless of rank, grade, title, or position, have a personal, individual, and official, responsibility to safeguard information, related to national security that they have access to. All DA personnel will report, to the proper authority, the violations by others that could lead to the unauthorized disclosure of classified and sensitive information. This responsibility cannot be waived, delegated, or in any other respect, excused. All DA personnel will safeguard all information and material, related to national security, especially classified information, which they access, and will follow the requirements of this and other applicable regulations."
    b. Read, understand and comply with AR 380-5, Chapter 8, Transmission and Transportation of Classified Information.
    c. Collect source information and deliver charts, maps, and overlays IAW AR 380-5, paragraph 8-12, escort or hand carrying of classified material.
    d. Prepare a Standard Form (SF) 135 (Records Transmittal and Receipt) and acquire a signature from the recipient, for each and every document you deliver. Keep and file this form in a secure location.
    e. Prepare an SF 135 for each and every document you receive (if not prepared by the provider of the document), and insist upon signing and keeping a copy of the SF 135 for the record.

5. Maintain an SOP of your duties and responsibilities for ready reference by others. Include the following:
    a. Directory of integrated staff, with the following information, as a minimum:
        (1) Supported or supporting staff section title.
        (2) Location of supported or supporting staff section.
        (3) Rank and name of supported or supporting Soldiers.
        (4) Contact information (for example: telephone, email, radio).
    b. Details of what overlay information is provided/required by your section.
    c. Schedule for receipt and delivery of overlays.
        (1) What are the dates and times required for receipt of information from others?
   (2) What are the dates, times, and places for delivery of information to others?

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	GO	NO-GO
1. Identified staff within the area of responsibility requiring integration and coordination for overlays.	——	——
2. Collected and recorded vital information from supporting staff.	——	——
3. Synchronized with the schedule and routine of supported staff.	——	——
4. Delivered charts, maps, and overlays or picked up source information IAW unit operations SOP and information security regulations.	——	——
5. Maintained an SOP of duties and responsibilities.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
    Required   **Related**
    AR 380-5
    FM 1-02
    FM 3-05.401
    FMI 5-0.1

Process Classified Material
331-38B-1029

Conditions: As a Civil Affairs (CA) Soldier assigned to a civil-military operations center, you are tasked to process classified material in order to safeguard information from unauthorized disclosure. All required materials and references are available.

Standards: Process classified material in accordance with AR 380-5, *Department of the Army Information Security Program*, distinguish unclassified material from properly marked classified materials, identify the levels of classification, explain restricted access and identify methods for destroying classified materials.

Performance Steps

1. Define classified material. AR 380-5 states classified national security information, or classified information, is defined as: "Information and/or material that has been determined, pursuant to Executive Order (EO) 12958, *Classified National Security Information*, or any predecessor order, to require protection against unauthorized disclosure and is marked to indicate its classified status when in documentary or readable form."

2. Identify the three levels of classification.
    a. TOP SECRET–will be applied to information in which the unauthorized disclosure could reasonably be expected to cause exceptionally grave damage to the national security.
    b. SECRET–will be applied to information in which the unauthorized disclosure could reasonably be expected to cause serious damage to the national security.
    c. CONFIDENTIAL–will be applied to information in which the unauthorized disclosure could reasonably be expected to cause damage to the national security.
    d. UNCLASSIFIED–is applied to a wide range of unclassified types of official information, which, although not requiring protection as national security information, is limited to official use and is not publicly releasable. Markings such as "For Official Use Only" and "Limited Official Use" are not used to identify classified information.

3. Protect classified information through restricted access.
    a. DA personnel are responsible, both personally and officially, for safeguarding classified information for which they have access. This responsibility includes ensuring they do not permit access to sensitive or classified information by unauthorized personnel.
    b. Any person who does not have a need-to-know and who is not cleared or granted access to information at that level, in accordance with the policy established in AR 380-67, *The Department of the Army Personnel Security Program*, is considered unauthorized personnel.
    c. No person will be granted access to classified information solely by virtue of rank, title, or position.

4. Identify methods of destroying classified material.
    a. Classified material will be destroyed completely to preclude recognition or reconstruction of the classified information contained in or on the material.
    b. The methods for routine destruction of classified material are approved for use by Army commands when the "secure volume" and "data density," concepts are employed; they are:
        (1) Burning. A means of pyrolysis, such as a high temperature chemical change, by forced-air incinerators, or by any other incinerator or incendiary equipment that reduces the material to an ash such that reconstruction of the information is not possible. No other single destruction method has been found to be as effective, versatile, and secure, as burning.
        (2) Shredding. Crosscut shredders are the only authorized shredders approved for use in the destruction of classified information. The crosscut shredding machine must reduce the material to shreds no greater than 1/32d of an inch (plus 1/64th inch tolerance) by 1/2 inch crosscut.
        (3) Pulping. Standard wet process pulpers, with a 1/4-inch or smaller diameter perforated

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        security screen, are approved for the destruction of classified paper-based documents. Since the pulping process entails wetting and dissolving action, plastic-based or other water-repellent-type papers will not be put through this system.

    (4) Pulverizing. Interim Federal Specifications FF-P-00810A, with Amendment 3, covers pulverizing as a dry destruction process. It does not specify a specific dry destruction method; thus, within this category are hammer mills, choppers, hoggers, and hybridized disintegrating equipment.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Identified classified material.	——	——
2. Identified the three levels of classification.	——	——
3. Described classified information access requirements.	——	——
4. Identified at least two methods of destroying classified material.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

    Required   **Related**
    AR 380-5
    AR 380-67

Employ Digital Imagery Systems
331-38B-1031

Conditions: As a Civil Affairs (CA) Soldier assigned to a Civil Affairs team, given a digital imagery device, accessories, operating instructions, computer with required imagery software, mission guidance and unit standing operating procedures (SOPs), you are tasked to employ imagery systems to support the collection of civil information.

Standards: Describe the reasons for use and restrictions for the use of digital imagery systems in accordance with (IAW) unit SOPs and mission guidance. Demonstrate the operation of the given digital imagery device IAW the operating instructions; the proper organization, storage, and dissemination of imagery IAW the unit SOP and mission guidance.

Performance Steps

1. Identify reasons for the CA Soldier to use digital imagery systems to assist in mission accomplishment:
    a. Historical information (transition, follow-on operations, and so on).
    b. Assessments (crops, livestock, wells, and so on).
    c. Damage (natural, conflict, disaster, and so on).
    d. Claims (residence, property, and so on).
    e. Projects (progress, nominated, completed, and so on).
    f. Intelligence (passive only).
    g. Meetings (attendees, facilities, and so and).
    h. Public gatherings (riots, humanitarian assistance distribution, special events, public affairs office, and so on).
    i. Security (checkpoints, physical security of a site, and so on).
    j. Identification (host nation labor, food distribution, permits, weapons, camp control, health facilities, and so on).

2. Identify restrictions on the use of digital imagery systems. There are times when digital media should not be used during CA operations for cultural or military reasons. Reading the area study and receiving a detailed briefing on the people and place you will be operating in will help clarify the dos and don'ts. Coordinate with the S-2 as to what can and cannot be photographed or filmed. These include:
    a. Taboo subjects (women, children, prayers, and so on).
    b. Cultural sites (museums, historical buildings, and so on).
    c. Religious areas (places of worship, cemeteries, and so on).
    d. Political (voters that fear reprisal, key figures, elected officials, and so on).
    e. Sensitive areas on military bases.

3. Operate a digital device. There are many different digital devices that you may be required to use. Utilizing the instructions that come with the device you should:
    a. Inspect the various parts of the device.
    b. Identify the various capabilities of the device (zoom, amount of photos/video the memory can store, and so on).
    c. Place the device into operation.
    d. Adjust the device setting for the required photograph (identification, document, and so on), and conditions (dusk, bright light, and so on).
    e. Shoot the imagery.
    f. Save, delete, or edit the imagery in the camera.
    g. Take the camera out of operation.
    h. Maintain and store the camera IAW the operating instructions.

4. Organize digital images in a computer. There are many different ways to transfer digital images to a computer. Utilizing the instructions that came with the digital device and the proper computer

Performance Steps
    program you should:
       a. Prepare computer storage medium (hard-drive, compact disk, and so on) by creating a folder (named and dated) to download the imagery to.
       b. Download the imagery to the chosen folder.
       c. Check to ensure the images can be accessed and viewed.
       d. Name and date each image.

   5. Disseminate digital imagery. On the battlefield by using the means available you must transmit digital imagery to higher. Using the instructions for the particular transmitting device being used you must:
       a. Upload the imagery in the required format (size, type, and so on) for the software being used (attach to document or report if necessary).
       b. Send the imagery to end user.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Described the reasons for the use of digital imagery systems during civil-military operations.	——	——
2. Described the restrictions for the use of digital imagery systems during civil-military operations.	——	——
3. Demonstrated the use of the digital imagery device.	——	——
4. Demonstrated the organization of digital imagery	——	——
5. Demonstrated the storage of digital imagery.	——	——
6. Demonstrated the dissemination of digital imagery.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
    Required   **Related**
    FM 3-05.401

Subject Area 3: Civil-Military Operations

Identify the Impact of Military Operations on Civilians in the Area of Operations
331-38B-1007

Conditions: As a Civil Affairs (CA) Soldier assigned to a Civil Affairs team, you have been tasked to assist your team in preparing a briefing for the supported commander. In the process of preparing the briefing you are required to identify the impact of military operations on civilians in the area of operations (AO). All required references and equipment are available.

Standards: Identify the impact of military operations on civilians in the AO in accordance with FM 3-05.40, *Civil Affairs Operations*, and FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*.

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1. Identify the short-term and long-term effects of military operations.
   a. The type/length of a military mission will affect the surrounding civilian environment. These consequences may have an impact on the following aspects of the surrounding environment and infrastructure:
      (1) Political–interrelated issues, positions, and interests associated with the agendas of various groups or individuals.
      (2) Economic–sources and distribution of wealth.
      (3) Social–family and regional.
   b. Some consequences are significant and CA personnel must consider the long-term effects and advise unit commanders and staffs of the consequences.

2. Measure and assess various facets of daily life to determine the impact of military operations on civilians in the AO.
   a. Measuring the impact of military operations on civilians in the AO by identifying:
      (1) The number of civilians killed or wounded.
      (2) Kilometers of ground taken.
      (3) The reductions in the level of violence against Soldiers.
      (4) The number of children being fed.
      (5) The gallons of potable water being pumped.
      (6) The number of weapons being turned in.
   b. The purpose of each assessment is to determine current conditions, compare them to a defined norm, establish standards or measures of effectiveness, and identify needs or requirements that can be addressed by Civil Affairs operations (CAO) or civil-military operations.

3. Identify the categories of civilians in the AO. Military forces will encounter civilians of different backgrounds living and operating in and around the military AO. To facilitate determining who the civilians might be, it is useful to separate civilians into distinct categories. These categories might include the following:
   a. Indigenous populations and institutions (IPI) to include local nationals.
   b. Host nation (HN) civil authorities.
   c. Expatriates.
   d. Foreign employees of multinational corporations.
   e. United States Government (USG) and third-nation government agency representatives.
   f. United Nations (UN) representatives.
   g. Contractors.
   h. Morale, welfare, and recreation personnel.
   i. Department of Defense (DOD) civilians.
   j. The media.
   k. Local disaster victims.
   l. Local, regional, or national domestic civil authorities.

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   m. Emergency service agencies.
   n. Nongovernmental organizations (NGOs).
   o. Intergovernmental organizations (IGOs).

4. Identify civilian activities in the AO.
   a. Civilian activities are dictated primarily by the type of environment in which they occur. Each category of civilians should be considered separately, as their activities will impact the AO differently. Examples of the types of questions that CA Soldiers must consider to determine the impact of military operations on civilians in the AO are—
      (1) IPI–these include the civilian population of the AO (legal citizens, legal and illegal immigrants, and all categories of displaced civilians), governmental, tribal, commercial, and private organizations and entities.
         (a) Are the IPI peacefully going about their daily life activities, or have their daily lives been disrupted to the point that they require outside assistance?
         (b) Are they evacuating their homes for safer rear areas, clogging the main supply routes, and placing a burden on CA units' limited resources to sustain them?
         (c) Are they staying put in basements and other temporary shelters?
      (2) HN civil authorities–these include elected and traditional leaders at all levels of government.
         (a) Are they supportive of CA Soldiers' presence or are they inciting the local nationals against CA?
         (b) Are they seeking CA personnel's direct assistance to alleviate their plight?
         (c) Are foreign employees conducting business as usual, or are they seeking to be evacuated?
         (d) What kind of security forces, if any, are they employing?
         (e) Will their own logistics operations compete with CA for resources such as port facilities, storage facilities, and rail, air, or ground transportation?
      (3) IGOs and NGOs–these include high-level IGOs and NGOs and lower-level employees.
         (a) What UN agencies are present and what are their charters?
         (b) What is the relationship between CA's operations and UN operations?
         (c) Can CA personnel expect very important persons in their AO?
      (4) USG and third-nation government representatives–these include members of the Country Team, United States Agency for International Development (USAID), and similar agencies of foreign nations involved in the operation. What U.S. and third-nation government agencies are in the AO and how do their operations relate to CA?
      (5) Contractors–these include U.S. citizens, local nationals, and third nation citizens providing contract services to CA's operation. What contractors are present and what support activities are they providing?
      (6) DOD civilians–these are members of table of organization and equipment and table of distribution and allowances units. DOD plays an increasingly greater role in combat support and combat service support. How many DOD civilians are in the AO?
      (7) The media–this includes journalists from print, radio, and visual media.
         (a) Are they self-sufficient or do they require support, such as transportation and security?
         (b) What aspects of the AO are the media focused on?
   b. Military operations affect civilian activities in various ways throughout the spectrum of conflict. In war, conflict, or stability operations and civil support operations, commanders should consider the political, economic, psychological, environmental, and legal impact of their operations on the categories of civilians they have identified in their AO. The following are examples of the types of questions CA Soldiers and staff planners must consider:
      (1) Political–local, regional, national, or international levels.
         (a) Do CA actions tend to improperly or inappropriately favor one group, faction, or leader over another?
         (b) Can CA actions be exploited by opposing political groups, factions, or leaders?

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        (2) Economic–this pertains to local economic activities, as well as the activities of multinational corporations and NGOs.

            (a) Is military seaport, airport, or highway traffic interfering with commercial or developmental traffic in the AO?

            (b) Are military operations attracting large numbers of vendors into CA's AO?

            (c) Who are the economic beneficiaries of CA personnel's presence (legitimate local community members or local criminal elements)?

            (d) Are military payments to local individuals or groups for goods and services contributing to shifts in the local economic or political power structure?

        (3) Environmental–at some point, CA personnel must begin to consider what their role will be to help civilians recover from the effects of CAO. What effect are CAO having on shelters, infrastructure, and subsistence mechanisms in the AO?

        (4) Legal. The commander is responsible for everything that happens within his defined geographic or area of responsibility. The commander's primary responsibilities are to the mission and to the Soldiers under his command. The commander is also bound by international law (the Geneva-Hague Conventions) to safeguard noncombatant life and property.

            (a) Do the noncombatants have the resources and capabilities to take care of themselves?

            (b) If, how, and when will the commander provide the basics of life—food, water, shelter, and security—until this responsibility can be passed on to higher headquarters, local civil authorities, or NGOs?

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Identified the short-term and long-term effects of military operations.	——	——
2. Identified the categories of civilians in the AO.	——	——
3. Identified civilian activities in the AO.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

    Required   **Related**

    FM 3-05.40

    FM 3-05.401

Describe the Organization and Functions of a Civil-Military Operations Center
331-38B-1020

Conditions: As a member of a Civil Affairs team attached to a supported unit, the supervisor, as part of the integration process with the supported unit, has tasked you to complete the portion of a briefing that describes the organization and functions of a civil-military operations center (CMOC). All required references and equipment are available.

Standards: Describe the functions and capabilities of a CMOC in accordance with FM 3-05.40, *Civil Affairs Operations*, and FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*.

Performance Steps

1. Define a CMOC. A CMOC is a standing capability formed by all Civil Affairs (CA) units from the company level to the CA forces among indigenous populations and institutions (IPIs), humanitarian organizations, intergovernmental organizations (IGOs) and nongovernmental organizations (NGOs), multinational military forces, and other government agencies (OGAs) of the United States Government (USG).

2. Describe the organization of a CMOC.
   a. The size of the organizational structure and the operational focus of the CMOC changes from the CACOM down to the battalion, but the roles of the various elements of the CMOC are basically the same.
   b. A CMOC will at a minimum consist of:
      (1) A headquarters element.
      (2) An operations and intelligence section.
      (3) A civil information management (CIM) cell.
      (4) A civil liaison team (CLT).
      (5) A functional specialty cell.
      (6) A sustainment section.
      (7) A communications section.
   c. Typically, the CMOC is established and run by CA assets, however, any military service can establish and run a CMOC depending on the mission and higher guidance or availability of supporting CA assets.
   d. The location of a CMOC will vary with each mission. Factors include force protection, hostile or nonhostile environment, and whether or not it will be located inside an established military camp or located out in the local town.

3. Identify the functions of a CMOC. The CMOC—
   a. Is modular, scalable, and enables the execution and monitoring of CAO.
   b. Is the focal point for collaboration, coordination, and communication dealing with the civil component of the commander's operational environment.
   c. Coordinates the interaction of United States (U.S.) and multinational forces with OGAs, IGOs, NGOs, and IPIs.
   d. Plans, coordinates, directs, and controls CMO and provides the command and control (C2) of forces assigned under it.
   e. Manages projects within its area of responsibility (AOR) and facilitates disengagement plans.
   f. Provides access and civil-military operations (CMO)-related data and information from and to nonmilitary agencies operating away from the military headquarters (HQ).

4. Identify the types of meetings that may be conducted in a CMOC.
   a. Information meetings–CMOC representatives provide information to the attendees on the security environment (tailored to nonmilitary operations), status of requests for assistance, and so on.
   b. Coordination meetings–participants have decision-making authority to coordinate operations and resources for their particular agency.

Performance Steps
  c. Negotiation meetings–CMOC representatives mediate discussions and agreements between opposing parties.
  d. Information-sharing meetings–participants gather in an unstructured atmosphere to discuss issues of their own interest with their counterparts and contemporaries. These are often the most productive of all and may occur after more structured meetings, including interagency coordination, mediation (with negotiation), and census building.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	GO	NO-GO
1. Defined what a CMOC is. A standing capability formed by all CA units from the company level to the CA forces among IPIs, humanitarian organizations, IGOs, and NGOs, multinational military forces, and OGAs of the USG.	——	——

2. Described the organization of a CMOC. A CMOC will at a minimum consist of—
  a. A headquarters element.
  b. An operations and intelligence section.
  c. A CIM cell.
  d. A CLT.
  e. A functional specialty cell.
   f. A sustainment section.
  g. A communications section.
	——	——

3. Identified the functions of a CMOC. The CMOC—
  a. Is modular, scalable, and enables the execution and monitoring of CAO.
  b. Is the focal point for collaboration, coordination, and communication dealing with the civil component of the commander's operational environment.
  c. Coordinates the interaction of U.S. and multinational forces with OGAs, IGOs, NGOs, and IPIs.
  d. Plans, coordinates, directs, and controls CMO, and provides the C2 of forces assigned under it.
  e. Manages projects within its AOR and facilities disengagement plans.
   f. Provides access and CMO-related data and information from and to nonmilitary agencies operating away from the military HQ.
	——	——

4. Identified the types of meetings that may be conducted in a CMOC.
  a. Information meetings.
  b. Coordination meetings.
  c. Negotiation meetings.
  d. Information sharing meetings.
	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
  Required   **Related**
  FM 3-05.40
  FM 3-05.401

Define a Civil-Military Operations Estimate
331-38B-1034

Conditions: As a Civil Affairs (CA) Soldier assigned to a civil-military operations cell of a supported unit headquarters, you are given all required references and equipment and are tasked to define a civil-military operations (CMO) running estimate in order to begin the military decisionmaking process (MDMP).

Standards: Define the CMO running estimate in accordance with FM 3-05.40, *Civil Affairs Operations*, Appendix B.

Performance Steps

1. Define a running estimate.
    a. A running estimate is an assessment of the situation and an analysis of those courses of action (COAs) a command is considering that best accomplish the mission. It includes an evaluation of how factors in a staff section's functional area influence each COA and includes conclusions and a recommended COA to the commander. The running estimate:
        (1) Parallels the MDMP.
        (2) Structure is based on mission analysis, facts and assumptions, and analysis of the factors of mission, enemy, terrain and weather, troops and support available-time available, and civil considerations.
        (3) Consists of significant facts, events, and conclusions based on analyzed data.
        (4) Recommends how to best use available resources.
        (5) Is for any operational situation and all levels of command.
        (6) Is written or presented orally.
            (a) At the tactical level, especially during operations and exercised, estimates are usually delivered orally, supported by charts and other decision support tools.
            (b) During contingency planning, especially at corps level and above, estimates are usually written.
            (c) During deliberate planning at joint headquarters, estimates are ALWAYS written.
    b. The focus of running estimates.
        (1) All staff sections except the intelligence section focus on friendly COAs and their supportability.
        (2) The intelligence section focuses on the enemy and dangerous COAs.
    c. Complete running estimates contain information necessary to answer any question the commander poses to determine the appropriate COA to accomplish the mission.
    d. Once the commander decides on a COA, running estimates transition to a running estimate that supports decision making during execution.
    e. Estimates are as thorough as time and circumstances permit.
    f. A running estimate is continuously updated based on new information, as the operation proceeds.

2. Identify the CMO running estimate and its role in the CA methodology.
    a. The "assess" phase of the CA methodology is characterized by preliminary assessments and their role in the mission analysis process. The products of this phase include area, structures, capabilities, organizations, people, and events analysis of the area of operations (AO), an CA area assessment, the civil-military operations (CMO) estimate, and a general idea of basic CA mission requirements.
    b. The CMO running estimate also feeds directly into the "decide" phase of the CA methodology in which CA/CMO planners determine how the needs and requirements identified by the preliminary assessments will be addressed by Civil Affairs operations and CMO.

3. Identify the CMO running estimate format. The CMO running estimate format is typically made up of five paragraphs. FM 3-05.40, Appendix B, provides a detailed example of the CMO running estimate format.

Evaluation Preparation: Score the Soldier GO if all steps are passed (P). Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, explain and show what was done incorrectly and how to do it correctly.

Performance Measures	**GO**	**NO-GO**
1. Defined a running estimate.	——	——
2. Identified the CMO running estimate and its role in the CA methodology.	——	——
3. Identified the CMO running estimate format.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
Required	**Related**
FM 3-05.40	
FM 3-05.401	
FM 5-0	
FM 6-0	

Identify the Functions and Responsibilities of the Civil-Military Operations Staff Section
331-38B-1036

Conditions: As a Civil Affairs (CA) Soldier assigned to a civil-military operations (CMO) staff section of a supported unit, you are given FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*; and FM 6-0, *Command and Control*; you are tasked to identify the functions and responsibilities of the CMO staff section in order to assist senior CA planners conduct staff actions that facilitate the supported unit to conduct CMO.

Standards: Identify the CMO staff section by function and by its major responsibilities in accordance with FM 3-05.401 and FM 6-0.

Performance Steps

1. Identify the functions of the CMO staff section.
    a. The CMO staff officer/planner (G/S-9) is the principal staff officer for all CMO matters and conducts the initial assessment that determines CA force augmentation.
    b. The Civil Affairs planning teams augment supported G-9 staffs to assist in this process. The relationship between the G-9 primary staff officer to the supporting CA unit is the same relationship as the G-2 to the supporting military intelligence unit.

2. Identify the responsibilities of the CMO staff section. The CMO staff section responsibilities are:
    a. Assign and attach CA forces.
    b. All aspects of the relationship between the military force and the civil component in the environment of the supported commander.
    c. Advising the commander on the effect of military operations on the civilian populations.
    d. Minimizing civilian interference with operations. This includes dislocated civilians (DC) operations, curfews, and movement restrictions, or deconflicting civilian and military activities with due regard for the safety and rights of refugees and internally displaced person.
    e. Advising the commander on legal considerations and moral obligations incurred from the long- and short-term effects (economic, environmental, and health) of military operations on civilian populations.
    f. Coordinating, synchronizing, and integrating civil-military plans, programs, and policies with national and combatant command strategic objectives.
    g. Advising on the prioritizing and monitoring expenditures of allocated Overseas Humanitarian Disaster and Civic Aid, commander's emergency response program, payroll, and other funds dedicated to CMO. The G-9 ensures subordinate units understand the movement, security, and control of funds. The G-9 coordinates with the funds controlling authority/financial manager to meet the commander's objectives.
    h. Coordinating and integrating deliberate planning for CMO-related products.
    i. Augmenting CMO staff.
    j. Coordinating and integrating area assessments and area studies in support of CMO.
    k. Supporting emergency defense and civic-action projects.
    l. Supporting protection of culturally significant sites.
    m. Supporting foreign humanitarian assistance and disaster relief.
    n. Supporting emergency food, shelter, clothing, and fuel for local civilians.
    o. Supporting public order and safety applicable to military operations.
    p. Cultural awareness briefings.
    q. Situational and planning maps.
    r. Overlays (in this instance, overlays of DC movement routes; national, religious, and cultural monuments; hospitals; and power plants).
    s. Analysis of civil information that identifies concerns of population groups within the projected. Joint operations area/area of operations and potential flash points that can result in civil strife and violence.
    t. Threat assessments that account for potential enemy actions and reactions to planned CMO.
    u. Civil inputs to the common operational picture (COP).

Performance Steps

      v. Liaison between other government agencies, nongovernmental organizations, intergovernmental organizations, and host nation sources to the unit commander's COP.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Identified the functions of the CMO staff section.	⎯⎯	⎯⎯
2. Identified the major responsibilities of the CMO staff section.	⎯⎯	⎯⎯

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

    Required   **Related**
    FM 3-05.40
    FM 3-05.401
    FM 6-0

Subject Area 6: Transition Operations

Define Transition Operations
331-38B-1032

Conditions: As a Civil Affairs Soldier assigned to a Civil Affairs team, you are given FM 3-05.40, *Civil Affairs Operations*, and FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*; and tasked to define transition operations in order to assist the team with completion of the capabilities briefing.

Standards: Define transition operations and provide a specific example of each type of transition in accordance with FM 3-05.40 and FM 3-05.401.

Performance Steps

1. Define transition operations. Transitions operations are planned, coordinated, and synchronized acts that formally pass the conduct of a task, program, project, or operation from United States (U.S.) military control to that of civilian authority (host nation [HN], intergovernmental organization [IGO], other government agency [OGA]), or a follow-on military force.

2. Identify the three types of transition operations in civil-military operations (CMO).
    a. Termination of an activity or task. An activity or task may be terminated for a variety of reasons. Some of these include—
        (1) The time specified for the task has elapsed.
        (2) Milestones or overall objectives have been reached.
        (3) The political or security situation has deteriorated below an acceptable level.
        (4) A loss of support or funding by project benefactor.
        (5) A change of mission.
        (6) Command directive.
    b. Transition to U.S. military forces, another military force (for example, multinational or forces from the affected country), regional organizations, the United Nations (UN), or civilian organizations
        (1) Supported unit is conducting a relief-in-place during offensive, defensive, stability, or support operations and the incoming unit is continuing the military mission, including CMO and Civil Affairs operations initiated or carried on by the unit being replaced.
        (2) Change of operation or mission resulting in exchange of forces (for example, from United States led operation to UN led operation).
        (3) Transfer of mission to NGOs or other civilian organizations.
        (4) Command directive.
    c. Transition of an activity or task to the indigenous populations or institutions. Ultimately, especially during support to civil administration operations, an activity or task may be turned over to HN government or private sector agencies. The following are examples—
        (1) Transfer of civil authority from military to civil government.
        (2) Establishment of indigenous police or security forces.
        (3) Privatization or return of facilities, such as public works and utilities, airports, and seaports, to civilian control.
        (4) Privatization of foreign humanitarian assistance programs.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	GO	NO-GO
1. Defined transition operations–the planned, coordinated, and synchronized act that formally passes the conduct of a task, program, project, or operation from U.S. military control to that of civilian authority (HN, IGO, OGA) or a follow-on military force.	——	——

Performance Measures   **GO**   **NO-GO**

   2. Provided an example of each of the three categories of transition operations in   ——   ——
      CMO:
        a. Termination of an activity or task.
        b. Transfer of an activity or task to follow-on CA forces or other military forces,
          or the international community.
        c. Transition of an activity or task to the indigenous populations or institutions.

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
    Required   **Related**
    FM 3-05.40
    FM 3-05.401

Subject Area 7: General

Identify the Basic Steps Involved in the Problem Solving Process
331-38B-1001

Conditions: As a Civil Affairs Soldier assigned to a civil-military operations center or Civil Affairs team, you are given FM 5-0, *Army Planning and Orders Production*, and FMI 5-0.1, *The Operations Process*; and tasked to identify the basic steps of the problem solving process.

Standards: Identify the seven step problem solving model (Figure 1) in correct sequence.
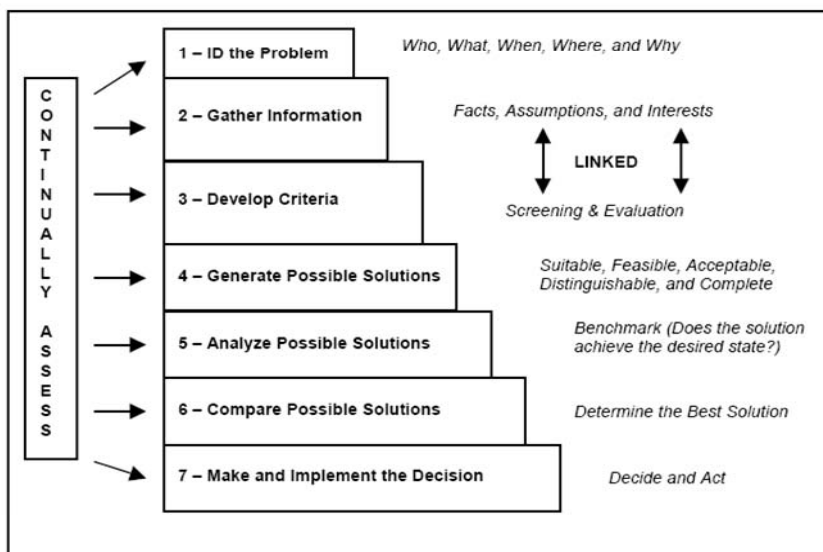
Figure 1. Seven step problem solving model

Performance Steps

1. Identify the seven step problem solving model in correct sequence.

2. Identify Step 1: ID the problem.
   a. Define the problem in terms of scope and limitations.
   b. Identify its root cause.
   c. Determine the cause of obstacles between the current situation and desired end state.

3. Identify Step 2: Gather information.
   a. Gather information relevant to the problem.
   b. Define unfamiliar terms.

4. Identify Step 3: Develop criteria.
   a. Develop criteria to test possible solutions.
   b. Criteria may be based on facts or assumptions.

5. Identify Step 4: Generate possible solutions.
   a. Brainstorm possible solutions.
   b. Record possible solutions.

6. Identify Step 5: Analyze possible solutions.
   a. Analyze each possible solution.
   b. Discard solutions that do not clearly meet specified criteria.

   c. Establish benchmarks for performance.
   d. Examine each possible solution for strengths and weaknesses.

  7. Identify Step 6: Compare possible solutions.
   a. Compare each solution against each other.
   b. Recommend the best solution to solve the problem.

  8. Identify Step 7: Make and implement the decision.
   a. Select the best solution to solve the problem.
   b. Implement the selected solution.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Identified Step 1: ID the problem.	——	——
2. Identified Step 2: Gather information.	——	——
3. Identified Step 3: Develop criteria.	——	——
4. Identified Step 4: Generate possible solutions.	——	——
5. Identified Step 5: Analyze possible solutions.	——	——
6. Identified Step 6: Compare possible solutions.	——	——
7. Identified Step 7: Make and implement the decision.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
  Required   **Related**
  FM 5-0
  FMI 5-0.1

Define Measures of Effectiveness
331-38B-1021

Conditions: As a Civil Affairs Soldier assigned to a Civil Affairs team, civil-military operations center, or the civil-military operations cell of a supported unit; you are given all required references and equipment and tasked to define measures of effectiveness.

Standards: Define measures of effectiveness (MOEs) in accordance with FMI 5-0.1, *The Operations Process*, Chapter 5.

Performance Steps

1. Define MOE. A measure of effectiveness is a criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect.

2. List the characteristics of MOEs:
   a. They are measurable.
   b. They are discrete actions. This means that each MOE should measure a distinct aspect of the operation.
   c. They are relevant to the measured task outcome.
   d. They are responsive.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	GO	NO-GO
1. Defined MOEs.	——	——
2. Listed the four characteristics of MOEs.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
Required	Related
FM 3-05.40	
FM 3-05.401	
FMI 5-0.1	

Identify Force Protection Measures
331-38B-1023

Conditions: As a Civil Affairs Soldier assigned to a civil-military operations center (CMOC), the supervisor has tasked you to present a briefing identifying force protection measures. The unit's force protection standing operating procedure (SOP), FM 3-19.30, *Physical Security*, and all organic equipment are available.

Standards: Identify physical control and personal protection measures in accordance with FM 3-19.30.

Performance Steps

1. Identify control measures. Define and establish restrictions on access and movement into critical areas.
   a. Categorize restrictions as to personnel, materials, and vehicles:
      (1) Personnel access. Establishment of controls pertinent to each area or structure:
         (a) Unit personnel.
         (b) Visitors.
         (c) Maintenance personnel.
         (d) Contractor personnel.
         (e) Host nation personnel, nongovernmental organizations (NGOs), and so on.
         (f) Emergency response teams, quick reaction force, and so on.
      (2) Identification and control.
         (a) Badges.
         (b) Organizational identification (ID), NGOs, and so on.
         (c) Visitor rosters.
      (3) Material control.
         (a) Requirements for admission of material and supplies.
         (b) Search and inspection of material for possible sabotage hazards.
         (c) Special controls on delivery of supplies or personal shipments in restricted areas.
         (d) Documentation required.
         (e) Classified shipment not involving nuclear/chemical material.
      (4) Vehicle control.
         (a) Policy on search of military and privately owned vehicles.
         (b) Parking regulations.
         (c) Controls for entrance into restricted and administrative areas for military vehicles, emergency vehicles, private owned vehicles, and vehicle registration.
      (5) Security forces. General instructions that would apply to all security force personnel (fixed and mobile). Security force facets include:
         (a) Composition and organization.
         (b) Tour of duty.
         (c) Essential posts and routes.
         (d) Weapons and equipment.
         (e) Training.
         (f) Method of challenging with signs and countersigns.
         (g) Location.
      (6) Detailed plans for situations (counterterrorism, bomb threats, hostage negotiations, disaster, fire, and so forth).
         (a) Individual actions.
         (b) Alert force actions.
         (c) Security force actions.

Performance Steps

2. Identify personal protection measures.
    a. Overcome routines. The reduced probability of success in kidnapping or killing a target makes the target far less desirable. Perform the following measures to prevent daily routines from being observed:
        (1) Vary route to and from work and arrival and departure times.
        (2) Vary exercise schedule, using different routes and distances. It is best not to exercise alone.
    b. Maintain a low profile. Americans are easy to identify in an overseas area. Perform the following measures to reduce easy ID:
        (1) Dress and behave in public in a manner consistent with local customs if wearing civilian clothing. Consult unit SOP for additional information.
        (2) Avoid flashing large sums of money, expensive jewelry, or luxury items.
        (3) Avoid public disputes or confrontations, and report any trouble to the proper authorities.
        (4) Ensure that personal information (home address, phone number, or family information) is not divulged.
    c. Moving throughout the area of responsibility (AOR).
        (1) Maintain an alert and ready posture when moving about within the AOR. Whenever departing the perimeter of the CMOC, enforce compliance with all requirements of the local SOP, such as:
            (a) Team members always wearing individual body armor, Kevlar helmets, and eye protection.
            (b) Weapons are clean and well maintained; ammunition is issued. Weapons are loaded and locked on safe.
            (c) Communications devices are charged and tested, with current signal operating instructions understood.
        (2) Accompany or follow immediately behind combat elements of the supported command, thereby minimizing many force protection challenges.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Identified control measures.	____	____
2. Identified personal protection measures.	____	____

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
Required | **Related**
FM 3-19.30

Conduct Military Briefings
331-38B-1024

Conditions: As a Civil Affairs (CA) Soldier assigned to a civil-military operations center (CMOC) or Civil Affairs team and given FM 5-0, *Army Planning and Orders Production*; you are tasked to conduct a military briefing.

Standards: Identify the purpose of military briefings, describe the four types of military briefings, develop and conduct the briefing in accordance with FM 5-0, Appendix B.

Performance Steps

1. Identify the purpose of a military briefing.
   a. The purpose of a military briefing is to present information to commanders, staff, and other designated audiences. The information can be a general overview or be very specialized, depending on the type of briefing and mission requirements.
   b. The operations process has four activities that translate the commander's vision into action as units conduct operations. A briefing assignment employs these four steps:
      (1) Plan: Analyze the situation and prepare a briefing outline.
      (2) Prepare: Construct the briefing.
      (3) Execute: Deliver the briefing.
      (4) Assess: Follow up.
   c. An effective briefing technique uses maps, overlays, sector sketches and charts that demonstrate how Civil Affairs operations (CAO), and civil-military operations (CMO) are integrated into the supported organization's action plan or scheme of maneuver.

2. Define the four types of military briefings.
   a. Decision briefing.
      (1) The decision briefing presents a recommended solution resulting from analysis or study of a problem or problem area, and is designed to obtain an answer or a decision.
      (2) The formality and detail of the briefing will vary depending on the level of command and the decision maker's knowledge of the subject. The briefer is prepared to present his assumptions, facts, alternative solutions, reasons for recommendations, and coordination involved.
      (3) At the end of the briefing, the unit commander makes a decision, typically the course of action (COA) that best satisfies the mission according to his guidance.
      (4) Figure 1 is a sample decision briefing format.

1. Introduction.
a. Greeting. Address the decision maker. Identify yourself and your organization.
b. Type and Classification of Briefing. For example: "This is a decision briefing. It is UNCLASSIFIED."
c. Problem Statement.
d. Recommendation.
2. Body.
a. Facts. An objective presentation of both positive and negative facts bearing upon the problem.
b. Assumptions. Necessary assumptions made to bridge any gaps in factual data.
c. Solutions. A discussion of the various options that can solve the problem.
d. Analysis. The criteria by which you will evaluate how to solve the problem (screening and evaluation). A discussion of each course of actions relative advantages and disadvantages.
e. Comparison. Show how the courses of action rate against the evaluation criteria.
f. Conclusion. Show how the selected solution is best.
3. Closing.
a. Questions?
b. Restatement of the recommendation.
c. Request a decision.

Figure 1. Decision briefing format

Performance Steps

    b. Information briefing.

        (1) The information briefing is designed to inform the listener and to gain understanding. It deals primarily with facts and does not provide conclusions and recommendations, nor does it require decisions.

        (2) Some examples of the information briefing are:

            (a) CA capabilities briefing to the supported commander.

            (b) Battlefield update briefing.

            (c) Cultural briefing.

            (d) Shift change briefing for a CMOC or tactical operations center.

        (3) Figure 2 is a sample information briefing format.

---

1.   Introduction.

    a.   Greeting. Address the audience. Identify yourself and your organization.

    b.   Type and Classification of Briefing. For example, "This is an information briefing. It is classified SECRET."

    c.   Purpose and Scope. Describe complex subjects from general to specific.

    d.   Outline or Procedure. Briefly summarize the key points and general approach. Explain any special procedures (such as, demonstrations, displays, or tours). For example, "During my briefing, I'll discuss the six phases of our plan. I'll refer to maps of our area of operations. Then my assistant will bring out a sand table to show you the expected flow of battle." The key points may be place on a chart that remains visible throughout the briefing.

2.   Main Body.

    a.   Arrange the main ideas in a logical sequence.

    b.   Use visual aids to emphasize main ideas.

    c.   Plan effective transitions from one main point to the next.

    d.   Be prepared to answer questions at any time.

3.   Closing.

    a.   Ask for questions.

    b.   Briefly recap main ideas and make a concluding statement.

    c.   Announce the next speaker.

Figure 2. Information briefing format

    c. Mission briefing.

        (1) The mission briefing is similar to the information briefing, but it is used under operational conditions to provide information or to give specific instructions for a mission.

        (2) The format of the mission briefing is normally a standard five-paragraph operations order.

    d. Staff briefing.

        (1) The staff briefing is a form of an information briefing given by a staff officer. It is used to keep the commander and his staff abreast of the current situation.

        (2) The staff briefing is intended to secure a coordinated or unified effort. It may involve the exchange of information, the announcement of decisions within a command, the issuance of directives, or the presentation of guidance.

        (3) The staff functional area running estimate is used as an outline for the staff briefing format.

    3. Analyze the situation and prepare a briefing outline (Figure 3).

Performance Steps

1. Analyze situation; prepare a briefing outline.
 	
    a. Audience.
 	
        • Number?
 	
        • Composition? Single service or joint? Civilians? Foreign nationals?
 	
        • Who are the ranking members?
 	
        • What are their official positions?
 	
        • Where are they assigned?
 	
        • How well do they know the subject?
 	
        • Are they generalists or specialists?
 	
        • What are their interests?
 	
        • What are their personal preferences?
 	
        • What is the anticipated reaction?
 	
    b. Purpose and type.
 	
        • Information briefing (to inform)?
 	
        • Decision briefing (to obtain decision)?
 	
        • Mission briefing (to review important details)?
 	
        • Staff briefing (to exchange information)?
 	
    c. Subject of briefing.
 	
        • What is the specific subject?
 	
        • What is the desired coverage?
 	
        • How much time will be allocated?
 	
    d. Physical facilities and support needed.
 	
        • Where will the briefing be presented?
 	
        • What arrangements will be required?
 	
        • What are the visual aid facilities?
 	
        • What are the deficiencies?
 	
        • What actions are needed to overcome deficiencies?
 	
    e. Prepare a schedule.
 	
        • Finish analysis of the situation.
 	
        • Prepare preliminary outline.
 	
        • Determine requirements for training aids, assistants, and recorders.
 	
        • Edit or redraft.
 	
        • Schedule rehearsals, facilities, and critiques.
 	
        • Arrange for final review by responsible authority.
	2. Construct the briefing.
	
	    a. Collect material.
	
	        • Research.
	
	        • Become familiar with the subject.
	
	        • Collect authoritative opinions and facts.
	
	    b. Prepare the first draft.
	
	        • State problem (if necessary).
	
	        • Isolate key points (facts).
	
	        • Identify courses of action.
	
	        • Analyze and compare courses of action (state advantages and disadvantages).
	
	        • Determine conclusions and recommendations.
	
	        • Prepare draft outline.
	
	        • Include visual aids.
	
	        • Fill in appropriate material.
	
	        • Review with appropriate authority.
	
	    c. Revise the first draft and edit.
	
	        • Ensure the facts are important and necessary.
	
	        • Include all necessary facts.
	
	        • Include answers to anticipated questions.
	
	        • Polish material.
	
	    d. Plan use of visual aids.
	
	        • Check for simplicity and readability.
	
	        • Develop method for use.
	
	    e. Practice the briefing.
	
	        • Rehearse (with assistants and visual aids).
	
	        • Polish the presentation.
	
	        • Isolate key points.
	
	        • Memorize outline.
	
	        • Develop transitions.
	
	        • Use definitive words.
	
	3. Deliver the briefing.
	
	4. Follow-up.
	
	    a. Ensure understanding (questions?).
	
	    b. Record the decision.
	
	    c. Inform proper authorities.

Figure 3. Military briefing checklist

Performance Steps

      a. Ensure the briefer understands the purpose of the briefing. The time allocated for the briefing dictates the style, facilities, and the preparation effort needed.

      b. Formulate a briefing outline, which is the plan for preparing, executing, and following up on the briefing. Refine the plan as new information is received.

      c. Determine the following—

        (1) Subject of the briefing.

        (2) Purpose and type of briefing (information, decision, mission, or staff). What is expected of the briefer?

        (3) Target audience:

          (a) Who is the target audience?

          (b) How much knowledge of the subject does the target audience have?

        (4) Facilities and support needed.

        (5) Preparation schedule.

4. Construct the briefing. The construction of the briefing will vary with its type and purpose. The analysis provides the basis for this determination. The following are the major steps in constructing a briefing:

      a. Collect material.

      b. Know the subject thoroughly.

      c. Isolate the key points.

      d. Arrange the key points in logical order.

      e. Provide supporting data to substantially validate the key points.

      f. Select visual aids, such as maps, overlays, sector sketches, and charts.

      g. Establish the wording that will be used when speaking from notes.

      h. Rehearse before a knowledgeable person who can critique the briefing. Time the delivery and adjust as necessary.

5. Identify the classification of the briefing, briefing area, and measures to safeguard classified information. Use the following procedures when presenting a classified briefing:

      a. Ensure that the briefing area has been cleared to the highest level of material to be discussed.

      b. Check the attendance roster to ensure all personnel are cleared and have a need-to-know.

      c. Establish a sign-in roster at the main entrance to the briefing area and control access at all other entrances.

      d. Ensure that all training/briefing aids are marked with security classification according to their content.

      e. At the beginning of the briefing, inform the audience of the security classification of the briefing and the policy concerning note taking, and use of electronic devices such as cell phones and personal digital assistants.

      f. Repeat the security classification at the end of the briefing.

      g. Ensure that automated information systems, including networks and telecommunications systems that collect, create, communicate, compute, disseminate, process or store classified information, have controls that:

        (1) Prevent access by unauthorized persons.

        (2) Ensure the integrity of the information.

6. Deliver the briefing.

      a. A successful briefing depends on how it is presented:

        (1) Maintain a relaxed, military bearing.

        (2) Use deliberate gestures and movements and avoid distracting mannerisms.

        (3) The effective briefer's delivery is characterized by conciseness, objectivity, and accuracy.

      b. Know when your briefing occurs in the agenda of a larger meeting.

      c. Arrive early and set up briefing aids as necessary prior to the meeting start time. Be prepared to distribute handouts efficiently, if necessary.

Performance Steps
        d. Be aware of the following:
           (1) The basic purpose is to present the subject as directed and ensure that the audience understands it.
           (2) Brevity precludes a lengthy introduction or summary.
           (3) Use logic when arriving at conclusions and recommendations.
           (4) Interruptions and questions may occur, so allocate time for questions and answers.

   7. Conduct a follow-up.
        a. When the briefing is over, the briefer prepares a memorandum for record (MFR) for the commander and staff personnel who require an MFR. The MFR records and reports the following: subject, date, time, place of briefing, ranks, names and positions of all attendees.
        b. Record the briefing's substance concisely in this MFR. Report recommendations and their approval, disapproval, or approval with modification, as well as any instructions or directed actions.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Identified the purpose of a military briefing.	——	——

2. Defined the four types of military briefings.
  a. Decision.
  b. Information.
  c. Mission.
  d. Staff.
	——	——

3. Analyzed the situation and prepared a briefing outline.	——	——
4. Constructed the briefing.	——	——
5. Identified the briefing classification and the briefing area as well as the measures to safeguard classified information.	——	——
6. Delivered the briefing.	——	——
7. Conducted a follow-up after the briefing.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
   Required   **Related**
   FM 5-0

Identify Army Orders
331-38B-1033

Conditions: As a Civil Affairs Soldier assigned to a civil-military operations center, Civil Affairs team, or civil-military operations cell of a supported unit headquarters; you are given all required references and equipment and tasked to identify the Army orders.

Standards: Identify the purpose of Army orders, the types of orders, and the five paragraphs of an operation order (OPORD) in accordance with FM 5-0, *Army Planning and Orders Production*, Appendix G.

Performance Steps

1. Identify an Army order.
   a. Army orders express commander's intent and decisions.
   b. An Army order is a communication that is written, verbal, or by signal that conveys instructions from a superior to a subordinate.
   c. In a broad sense, the term "order" and "command" are synonymous. However, an order implies discretion as to the details of execution, whereas a command does not.

2. Identify the two general categories of Army orders.
   a. Administrative orders cover supplies, maintenance, evacuation, personnel, and other administrative details for the mission.
   b. Combat orders pertain to specific operations and the service support needed to accomplish the operation. There are five types of combat orders:
      (1) OPORD.
      (2) Service support orders.
      (3) Movement orders.
      (4) Warning orders (WARNORD).
      (5) Fragmentary orders (FRAGORD).

3. Identify an OPORD. An OPORD is a directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation. An OPORD was traditionally called the five paragraph field order, it contains at a minimum the following information:
   a. Situation. The situation states the conditions and circumstances of the operation.
   b. Mission. The mission states the specific task of the operation.
   c. Execution. The execution states the time, condition, and how the operation will be carried out.
   d. Administrative and logistic support. Provides a general understanding of the requirements for logistical support, personnel policies, and administrative plans. It provides broad guidance on how such support is to be furnished.
   e. Command and signal.
      (1) Command. Command states the map coordinates for command post (CP) locations and at least one future location for each CP.
      (2) Signal. Signal states the general rules concerning the use of communications and other electronic equipment.

4. Identify a service support order. A service support order is an order that directs the service support of an operation (for example: supplies, transportation, services provided by other units, and so on).

5. Identify a movement order. A movement order is an order that ensures the organized and uninterrupted flow of units throughout the area of operation.
   a. Information normally found in the movement order includes the destination, routes, arrival times, scheduled maintenance halts, communications, and location of the commander.
   b. The objective of a successful move is for the unit to arrive at its destination in a condition suitable to its imminent employment.
   c. The goal of all movement planning is to retain flexibility to execute a variety of scenarios to meet ever-changing conditions.

Performance Steps
      d. The movement order should include a strip map or overlay.
      e. The commander bases his movement order on the best available information on the enemy, terrain, weather, unit capabilities, and civil considerations.
      f. The movement order addresses the possibility of ambushes, indirect fires, and air attacks.

6. Identify a WARNORD. The WARNORD is a preliminary notice of an order or action, which is to follow.
      a. A WARNORD helps subordinate units and staffs prepare for upcoming missions.
      b. A WARNORD informs subordinates of tasks they must do immediately or notifies them of possible future taskings.
      c. A WARNORD increases planning time, provides details of the impending operation, and details events that accompany preparation and execution.
      d. The amount of detail a WARNORD includes depends on the information and time available when it is issued, and the information subordinate commanders need for proper planning and preparation.
      e. A WARNORD does not authorize execution other than planning unless specifically stated.
      f. WARNORDs follow the five-paragraph OPORD format. Additionally, an initial WARNORD issued below battalion level includes—
        (1) Mission or nature of the operation.
        (2) Time and place for issuing the OPORD.
        (3) Units or elements participating in the operation.
        (4) Specific tasks not addressed by the OPORD.
        (5) Time line for the operation.

7. Identify a FRAGORD. A FRAGORD is an abbreviated form of an OPORD (verbal or written) usually issued on a day-to-day basis that eliminates the need for restating information contained in a basic OPORD.
      a. A FRAGORD is issued to reflect changes or modify the original OPORD, or to execute a branch or sequel, based on the possible outcome to that order.
      b. FRAGORDs follow the five-paragraph OPORD format.
      c. After each paragraph heading, it will state either new information or "no change;" thereby, ensuring that all recipients know they have received the entire FRAGORD.
      d. Commanders may authorize members of their staff to issue FRAGORDs in their name.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Identified an Army order.	——	——
2. Identified the two general categories of orders.	——	——
3. Identified an OPORD.	——	——
4. Identified the five paragraphs of an OPORD.	——	——
5. Identified a service support order.	——	——
6. Identified a movement order.	——	——
7. Identified a WARNORD.	——	——
8. Identified a FRAGORD.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

Required	**Related**
FM 5-0	

Identify Command Relations
331-38B-1037

Conditions: As a member of a Civil Affairs team conducting operations in a specific area of operations, you are required to identify the command relationship with the supported unit.

Standards: Identify the different command relationships in accordance with FM 5-0, *Army Planning and Orders Production*.

Performance Steps

1. Identify command relationships.
   a. Assignment is to place units or personnel in an organization where such placement is relatively permanent, and where the organization controls and administers the units or personnel for the primary function, or greater portion of the functions, of the unit or personnel. Unless specifically stated, this relationship includes administrative control (ADCON).
   b. Attachment is the placement of units or personnel in an organization where placement is relatively temporary. A unit that is temporarily placed into an organization is attached.
   c. Operational control (OPCON) is transferable command authority that may be exercised by commanders at any echelon at or below the level of combatant command.
      (1) OPCON is inherent in combatant command (command authority).
      (2) OPCON may be delegated and is the authority to perform those functions of command over subordinate forces. OPCON involves organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission.
      (3) OPCON includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command. OPCON should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and Service or functional component commanders.
      (4) OPCON normally provides full authority to organize commands and forces, and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions. OPCON does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training.
   d. Tactical control (TACON) is command authority over assigned or attached forces or commands, or military capability or forces made available for tasking, that is limited to the detailed and, usually, local direction and control of movements or maneuvers necessary to accomplish missions or tasks assigned.
      (1) TACON is inherent in operational control.
      (2) TACON may be delegated to, and exercised at any level at or below the level of combatant command.
      (3) TACON allows commanders below combatant command level to apply force and direct tactical use of logistic assets but does not provide authority to change organizational structure or direct administrative and logistic support.
   e. ADCON is direction or exercise of authority over subordinate or other organizations in respect to administration and support, including organization of service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations.
      (1) ADCON includes personnel management, control of resources and equipment, discipline, and other matters not included in operational missions.
      (2) Attachment orders normally state whether parent unit retains ADCON of the unit. If it does not, the attachment order specifically states that the gaining unit has ADCON.
      (3) For OPCON and TACON, parent units retain ADCON.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	GO	NO-GO
1. Identified command relationships.	———	———

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

Required	Related
FM 5-0	
FM 6-0	

Identify Army Staff Structure and Responsibilities
331-38B-1039

Conditions: As a Civil Affairs Soldier assigned to a civil-military operations center (CMOC), you are tasked to present an information briefing on the Army staff structure and the responsibilities to your section.

Standards: Identify the Army staff structure and the responsibilities of each section in accordance with FM 6-0, Command and Control, within the time allotted by your supervisor.

Performance Steps

1. Identify the three considerations upon which military staffs are organized.
   a. Military staffs are organized based upon three considerations: mission, broad fields of interest, and regulations and laws.
      (1) Mission. The mission determines which activities to accomplish. These activities determine how commanders organize, tailor, or adapt their individual staffs to accomplish the mission. The mission also determines the size and composition of the staff.
      (2) Broad fields of interest. Regardless of mission, every Army staff has common broad fields of interest that determine how the commander divides duties and responsibilities.
         (a) The duties and responsibilities inherent in a field of interest are called functional responsibilities. Grouping related activities allows an effective span of control and unified effort.
         (b) Fields of interest may vary slightly, depending on the echelon of command, mission, and environment. For example, at battalion level there is no resource manager, while certain logistic units combine intelligence and operations functions.
      (3) Regulations and laws. Army regulations and laws establish special relationships between certain staff officers and the commander. For example, AR 20-1, *Inspector General Activities and Procedures*; AR 27-1, *Legal Services, Judge Advocate Legal Services*; and AR 165-1, *Chaplain Activities in the United States Army*; require the inspector general (IG), staff judge advocate (SJA), and chaplain to be members of the commander's personal staff.
   b. Basic staff structure. Staffs at every echelon are structured differently; however, all staffs are similar. The basic staff structure includes a chief of staff (COS) or executive officer (XO), and three staff groups: coordinating, special, and personal.
Note: The number of coordinating, special, and personal staff officers within each staff group varies at different levels of command.

2. Describe the duties of the COS or XO.
   a. The COS/XO is the commander's principal staff officer. He directs staff tasks, oversees staff coordination, and ensures efficient and prompt staff actions.
   b. The COS/XO frees the commander from routine details of staff operations. The commander delegates authority to the COS/XO for executive management of coordinating and special staff officers. The COS/XO does not necessarily oversee the personal staff officers, although he normally interacts with them.

3. Describe the duties and responsibilities common to all staff members.
   a. Advise and inform the commander.
   b. Prepare, update, and maintain running estimates.
   c. Make recommendations.
   d. Prepare plans and orders.
   e. Assess execution of operations.
   f. Manage information within fields of interest.
   g. Identify and analyze problems.
   h. Perform staff coordination.
   i. Conduct training.

Performance Steps
 j. Perform staff assistance visits.
 k. Perform risk management.
 l. Conduct staff inspections.
 m. Perform staff writing.
 n. Conduct staff research.
 o. Perform staff administrative procedures.
 p. Exercise staff supervision.

4. Describe the commander's three staff groups.
 a. Coordinating staff group.
  (1) Coordinating staff officers are the commander's principal staff assistants. Collectively, through the COS/XO, coordinating staff officers are accountable to their commander, and have functional responsibilities over one or more fields of interest.
  (2) Commanders may designate coordinating staff officers as assistant chiefs of staff, deputy chiefs of staff, directors, or regular staff officers. Coordinating staff officers' authority and responsibility is normally limited to advising, planning, and coordinating actions within their individual fields of interest.
  (3) Coordinating staff officers coordinate actions for the commander and for special staff sections over which they are assigned coordinating staff responsibility. Coordinating staff responsibility include:
   (a) Ensuring that special staff officers or sections have personnel, logistics, facilities, and proper support.
   (b) Coordinating actions and taskings of special staff officers across the entire staff, and informing the COS/XO of the special staff officers' actions.
  (4) The commanding officer's rank determines whether the staff is a G staff or an S staff. Organizations commanded by generals have G staffs. Other organizations have S staffs.
Note: J staff is the United States military joint staff comprised of members from the Army, Navy, Air Force, and Marine Corps. The J staff is a staff consisting of members from two or more services. C staff is a combined staff representing two or more nations, North Atlantic Treaty Organization, or a United Nations multinational force.
  (5) Common fields of interest and the abbreviations for the staff sections to which coordinating staff officers are assigned are:
   (a) Assistant Chief of Staff (ACOS), G-1/S-1, Personnel.
    - The ACOS/G-1 or S-1 is the principal staff officer for all matters concerning human resources support (military and civilian). The G-1/S-1 also serves as the senior adjutant general officer in the command.
    - Specific responsibilities of the G-1 or S-1 include manning, personnel services, personnel support, and headquarters management.
    - A G-1/S-1 is authorized at every echelon from battalion through corps.
   (b) ACOS, G-2/S-2, Intelligence.
    –The ACOS/G-2 or S-2 is the principal staff officer for all matters concerning the enemy/threat, the environment as it affects the enemy/threat, intelligence, and counterintelligence. Additionally, the G-2/S-2 supports security programs.
    - The G-2/S-2 is responsible for intelligence readiness, intelligence tasks, intelligence synchronization, counterintelligence, and support to security programs.
    - A G-2/S-2 is authorized at every echelon from battalion through corps.
   (c) ACOS, G-3/S-3, Operations.
    - The ACOS/G-3 or S-3 is the principal staff officer for all matters concerning training, operations, and force development and modernization.
    - A G-3/S-3 is authorized at every echelon from battalion through corps.
   (d) ACOS, G-4/S-4, Logistics.
    - The ACOS, G-4 or S-4 is the principal staff officer for logistic operations and plans (general), supply, maintenance, transportation, and services.
    - A G-4/S-4 is authorized at every echelon from battalion through corps.
   (e) ACOS, G-5/S-5, Plans.

Performance Steps

- The ACOS, G-5 or S-5 is the principal staff officer for all matters concerning planning operations for the mid- to long-range time horizons.
- A G-5/(S-5) is authorized at every echelon from battalion through corps.

   (f) ACOS, G-6/S-6, Command, Control, Communications, and Computer Operations.

- The ACOS, G-6 or S-6 is the principal staff officer for all matters concerning command, control, communications, and computer operations, to include network operations and information management.
- A G-6/S-6 is authorized at all echelons from battalion through corps.

   (g) ACOS, G-7/S-7, Information Operations.

- The ACOS, G-7 or S-7 is the principal staff officer for all matters concerning information operations (IO), including current operations, plans, and IO-related targeting.
- A G-7 is authorized at corps and divisions. Selected Army National Guard and Active Army brigades are authorized an S-7.

   (h) ACOS, G-8/S-8, Financial Management.

- The ACOS, G-8 or S-8 is the principal staff officer responsible for coordinating and providing finance services, budget preparation and resource management analysis and implementation.
- Corps and divisions are normally authorized a financial management officer. During joint operations, financial management functions are normally transferred to the Army forces (ARFOR) headquarters.

   (i) ACOS, G-9/S-9, Civil-Military Operations.

- The ACOS, G-9 or S-9 is the principal staff officer for all matters concerning civil-military operations (CMO).
- The G-9/S-9 establishes the CMOC, evaluates civil considerations during mission analysis (identifying the civil 'centers of gravity'), and prepares the groundwork for transitioning the area of operations (AO) from military to civilian control.
- The G-9/S-9 advises the commander on the military's effect on civilians in the AO, relative to the complex relationship of these people with the terrain and institutions over time.
- The G-9/S-9 is authorized at all echelons from brigade through corps. Once deployed, units below brigade level may be authorized an S-9.

   (j) Support Operations or Materiel Officer.

- The support operations or materiel officer is the principal staff officer for coordinating logistics and combat health support.
- A support operations officer or materiel officer is authorized in support commands and battalions.

  b. Special staff group. Every staff has special staff officers. The number of special staff officers and their responsibilities vary with authorizations, the desires of the commander, and the size of the command.

   (1) The COS/XO exercises coordinating staff responsibility over the following special staff officers:

    (a) Headquarters Commandant. Corps, divisions, and major support commands are authorized a headquarters commandant, who is responsible for Soldiers assigned to the headquarters.

    (b) Secretary of the General Staff (SGS). The SGS is the special staff officer who acts as XO for the COS. Corps, divisions, major support commands, and general officers with a staff are authorized an SGS.

    (c) Resource Manager or Comptroller.

- The resource manager (RM) or comptroller is responsible for budget preparation and RM analysis and implementation. Corps and divisions are normally authorized an RM or comptroller.
- During joint operations, comptroller functions are normally transferred to the ARFOR headquarters. However, specific comptroller functions may occur at corps and division level.

Performance Steps

    (2) The ACOS, G-1/adjutant general (Army) (AG) or S-1 exercises coordinating staff responsibility over the following special staff officers:

        (a) Civilian Personnel Officer (CPO). The CPO is responsible for managing and administering the civilian employee personnel management program. The CPO is a civilian employee and has a permanent position on the staff at divisions and corps.

        (b) Dental Surgeon. The dental surgeon is responsible for coordinating dental activities within the command. Corps and divisions are authorized a dental surgeon.

        (c) Equal Opportunity Advisor (EOA). The EOA is responsible for coordinating matters concerning equal opportunity for Soldiers and their families. Commanders at every echelon are authorized or appoint an EOA.

        (d) Finance Officer. The finance officer is responsible for coordinating and providing finance services to the command; the finance officer is also the finance unit commander. Corps and divisions are authorized a finance officer.

        (e) Surgeon. The surgeon is responsible for coordinating health assets and operations within the command, and may be a medical unit commander. Organizations from battalion through corps are authorized a surgeon.

        (f) Veterinary Officer. The veterinary officer is responsible for coordinating assets and activities concerning veterinary service within the command. Corps are authorized a veterinary officer.

    (3) The ACOS, G-2 or S-2 exercises coordinating staff responsibility over the staff weather officer (SWO).

        (a) The SWO is responsible for coordinating operational weather support and weather service matters through the G-2/S-2. The SWO is an Air Force officer or noncommissioned officer (NCO) who leads a combat weather team of two or more personnel.

        (b) Typically, a SWO supports corps, divisions, aviation brigades, and special operations forces.

    (4) The ACOS, G-3 or S-3 exercises coordinating staff responsibility over the following special staff officers:

        (a) Air and Missile Defense Coordinator (AMDCOORD).
          - The AMDCOORD is responsible for coordinating ARFOR air and missile defense activities and plans with the area air defense commander, joint force air component commander, and airspace control authority.
          - The AMDCOORD is the senior air defense artillery (ADA) officer in the command and the commander of an ADA unit supporting information technology. An AMDCOORD is authorized at corps and divisions.

        (b) Air Liaison Officer (ALO).
          - The ALO is responsible for coordinating aerospace assets and operations, such as close air support, air interdiction, air reconnaissance, airlift, and joint suppression of enemy air defenses.
          - The ALO is authorized at corps, divisions, and brigades and is the senior Air Force officer with each tactical air control party.

        (c) Aviation Coordinator (AVCOORD).
          - The AVCOORD is responsible for coordinating Army aviation assets and operations.
          - The AVCOORD is the senior aviation officer in the force and the commander of an aviation unit supporting it.

        (d) Chemical Officer (CHEMO).
          - The CHEMO is responsible for chemical, nuclear, radiological, nuclear, and high-yield explosives (CBRNE) defense operations, smoke operations, and chemical asset use.
          - A CHEMO is authorized at every echelon, from battalions through corps.

        (e) Engineer Coordinator (ENCOORD).
          - The ENCOORD is responsible for coordinating engineer assets and operations and is usually the senior engineer officer in the force and commands an engineer unit

Performance Steps

        supporting the command.

        - The assistant or deputy ENCOORD is a permanent staff officer, representing the ENCOORD. An ENCOORD is authorized at corps and divisions. One is normally task-organized to brigade combat teams (BCTs) and battalions.

  (f) Explosive Ordnance Disposal (EOD) Officer.

        - The EOD officer is responsible for coordinating the detection, identification, recovery, evaluation, rendering safe and final disposal of explosive ordnance.

        - An EOD officer is authorized at corps and divisions, and normally serves as the EOD group, battalion, or company commander.

  (g) Fire Support Coordinator (FSCOORD).

        - The FSCOORD is responsible for advising the commander on the best use of available fire support resources, developing the fire support plan, issuing necessary orders in the name of the commander, and implementing the approved fire support plan.

        - An FSCOORD is authorized at BCT through corps. The FSCOORD is also the commander of the field artillery unit supporting the force.

  (h) Historian.

        - The historian is responsible for coordinating the documentation of the command's historical activities.

        - The historian, normally an Army civilian, is authorized at corps and divisions.

  (i) Liaison Officer. A liaison officer is responsible for representing the commander at the headquarters of another command to coordinate and promote cooperation between the two commands.

  (j) Marine Liaison Team (MLT) Commander.

        - The MLT is responsible for coordinating naval gunfire and Marine close air support assets and operations.

        - The MLT commander, a Navy or Marine officer, operates at division level and below.

  (k) Provost Marshal (PM).

        - The PM is responsible for planning, coordinating, and employing all organic, assigned, or attached military police assets. The PM is usually the senior military police officer in the command. The PM augments the staff with a small planning cell that typically works within the G-3.

        - A PM is authorized at corps and divisions.

  (l) Safety Officer.

        - The safety officer is responsible for coordinating safety activities throughout the command.

        - Commanders at every echelon from battalion through corps appoint a safety officer.

  (m) Theater Special Operations Command (TSOC).

        - The TSOC is responsible for coordinating and integrating special operations forces (SOF) activities.

        - A TSOC is normally authorized only on corps staffs. However, whenever a special operations force unit is attached or under operational control of the command, someone from the staff or the attached unit fulfills the TSOC's responsibilities.

        - Below corps level, a command normally receives a special operations liaison team to fulfill the TSOC's responsibilities.

  (n) Space Operations Officer (SOO).

        - The SOO is responsible for providing space-related tactical support and coordination of space-based capabilities available to the command.

        - A SOO is authorized at corps and may be authorized at divisions in the future. If the command has no SOO assigned, an Army space support team is often placed under operational control of the command. The team's officer in charge fulfills the SOO's responsibilities.

  (o) Theater Airlift Liaison Officer (TALO).

        - The TALO is responsible for advising the commander on the best use of airlift

Performance Steps

          resources and coordinating their use.

          - The TALO is an Air Force officer, normally authorized at corps, divisions, regiments, and separate brigades.

  (5) The ACOS, G-4 exercises coordinating staff responsibility over the transportation officer, who is responsible for coordinating transportation assets and operations. A transportation officer is authorized at corps (corps transportation officer) and divisions (division transportation officer).

  (6) The ACOS, G-7 or S-7 exercises coordinating staff responsibility over the following special staff officers:

     (a) Electronic Warfare Officer (EWO). The EWO is normally a military intelligence officer who performs electronic warfare duties. An EWO is authorized at corps and divisions.

     (b) Military Deception Officer (MDO). The MDO is responsible for coordinating military deception assets and operations. An MDO is authorized at corps and divisions.

     (c) Operations Security Officer (OPSEC). The OPSEC officer helps the G-7/S-7 perform OPSEC functions. Commanders at all echelons, battalion through corps, are authorized or appoint an OPSEC officer.

     (d) Psychological Operations Officer (PSYOP). The PSYOP officer is responsible for synchronizing PSYOP operations with those of other IO elements and echelons. A PSYOP officer is authorized at corps and divisions. If no PSYOP officer is assigned, the commander of an attached PSYOP support element may assume the PSYOP officer's responsibilities.

c. Personal Staff Group. Personal staff officers work under the immediate control of, and have direct access to, the commander. The commander establishes guidelines or gives guidance on when a personal staff officer informs or coordinates with the COS/XO or other staff members. By law or regulation, personal staff officers have a unique relationship with the commander.

  (1) Command Sergeant Major (CSM).

     (a) The CSM is the command's senior NCO. The CSM is responsible for providing the commander with personal, professional, and technical advice on enlisted Soldier matters and the NCO corps as a whole.

     (b) A CSM is authorized at every echelon from battalion through corps.

  (2) Aide-de-Camp.

     (a) The aide-de-camp serves as a personal assistant to a general officer. An aide-de-camp is authorized for general officers in designated positions.

     (b) The rank of the aide-de-camp depends on the rank of the general officer.

  (3) Chaplain.

     (a) The chaplain is responsible for religious support operations, advising the commander on matters of religion, morals, and morale as affected by religion, and on the impact of indigenous religions on military operations.

     (b) A unit ministry team, usually consists of one chaplain and one chaplain assistant, The unit ministry team is authorized at every echelon from battalion through corps.

  (4) IG.

     (a) The IG is responsible for advising the commander on overall welfare and state of discipline. The IG is a confidential adviser to the commander.

     (b) An IG is authorized for general officers in command and selected installation commanders.

  (5) Public Affairs Officer (PAO).

     (a) The PAO is responsible for understanding and fulfilling the information needs of Soldiers, the Army community, and the public.

     (b) A PAO is authorized at corps, divisions, and major support commands.

  (6) Staff Judge Advocate (SJA).

     (a) The SJA is the commander's personal legal adviser on all matters affecting the morale, good order, and discipline of the command.

     (b) An SJA serves commanders exercising general-court-martial convening authority.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	GO	NO-GO
1. Identified the three considerations upon which military staffs are organized.	——	——
a. Mission.		
b. Broad fields of interest.		
c. Regulations and laws.		
2. Described the duties of the COS/XO.	——	——
a. COS/XO is the commander's principal staff officer.		
b. COS/XO frees the commander from routine details of staff operations.		
3. Described the commander's three staff groups.	——	——
a. Coordinating staff group.		
b. Special staff group.		
c. Personal staff group.		

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
Required	Related
FM 6-0	AR 165-1
	AR 20-1
	AR 27-1

Skill Level 2

Subject Area 1: Civil Affairs Operations

Implement the Use of Interpreters in Civil Affairs Operations
331-38B-2009

Conditions: As a Civil Affairs (CA) Soldier assigned to a Civil Affairs team, you are deployed to a region where English is not the spoken language. The team is required to conduct Civil Affairs operations (CAO) in the area, which will require the use of interpreters. Given FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*, and available organic equipment, implement the use of interpreters.

Standards: Describe the interpreter selection process, the selection criteria, the training process, the DOs and DON'Ts of working with interpreters. Maintain control of the interpreter during the meeting using the techniques described in FM 3-05.401and the *Interpreter Operations Handbook* by Center for Army Lessons Learned (CALL).

Performance Steps

1. Identify the difference between interpreter, linguist and translator.
   a. Interpreters translate oral communication from one language to the oral communication of another language.
   b. Linguist is a term used by the military to designate those individuals who have varying degrees of proficiency in a foreign language. Traditionally, this term refers to individuals in career fields requiring a foreign language.
   c. Translators interpret written text. It is better to work with a translator who is working in his/her native language.

2. Identify the interpreter selection process.
   a. Interpreters should be United States (U.S.) military personnel or at least U.S. citizens; the chain of command or host government will assign one.
   b. In some cases CA Soldiers use interpreters from a pool provided by the host government.
   c. In many operational situations CA Soldiers use interpreters hired from the general host nation (HN) population.
   d. If several qualified interpreters are available, CA Soldiers should select at least two. This practice is of particular importance if the interpreter works during long conferences or courses of instruction. The exhausting nature of this type of work makes four hours of active interpreting about the maximum for peak efficiency.

3. Select interpreters based on the following criteria:
   a. Native speaker: Interpreters should be native speakers of the socially or geographically determined dialect
   b. Social status: In some situations and cultures, interpreters may be limited in their effectiveness with a target audience if their social standing is considerably lower than that of the audience.
   c. English fluency: The interpreter must be able to convey the information expressed by the interviewee or the target audience
   d. Intellectual intelligence: Although education does not equate to intelligence, the better educated the interpreter, the better he will perform due to increased exposure to diverse concepts.
   e. Technical ability: In certain situations, the CA Soldier may need an interpreter with technical training or experience in special subject areas to translate the "meaning" and the "words."
   f. Reliability: The CA Soldier should beware the interpreter who arrives late for the interview. In less developed countries time is relatively unimportant.
   g. Loyalty: If the interpreter used is a local national, it is safe to assume that his first loyalty is to the HN or subgroup, and not to the U.S. military.
   h. Gender, age, and race: Gender, age, and race have the potential to seriously affect the

Performance Steps
mission. One example is the status of females in Muslim society. In predominantly Muslim countries, cultural prohibitions may render a female interpreter ineffective under certain circumstances.
   i. Compatibility: The CA Soldier and the interpreter will work as a team. For the interpreter to be most effective, he should become a psychic extension of the CA Soldier. The target audience will be quick to recognize personality conflicts between the CA Soldier and the interpreter.

4. Identify the steps in establishing rapport with the interpreters.
   a. Establish rapport before meeting the interpreter for the first time.
   b. Obtain some basic facts about the HN:
      (1) Population.
      (2) Geography.
      (3) Ethnic groups.
      (4) Political System
      (5) Prominent political figures.
      (6) Monetary system.
      (7) Business.
      (8) Agriculture.
      (9) Exports.
   c. Obtain information on the interpreter's background by showing a genuine concern for his family, aspirations, career, and education.
   d. Established trust and confidence before embarking on sensitive issues, such as religion, likes, dislikes, and prejudices.

5. Identify the factors in the orientation of the interpreters.
   a. Ensure the interpreters were briefed on their duties and responsibilities.
   b. Oriented the interpreters to the nature of their duties, standards of conduct, and so on.
      (1) Current tactical situation.
      (2) Background information obtained on the source, interviewee, or target audience.
      (3) Specific objectives for the interview, meeting, or interrogation.
      (4) Method of interpretation to be used:
         (a) Simultaneous–interpreter listens and translates at the same time.
         (b) Alternate–interpreter listens to an entire phrase, sentence, or paragraph, then translates during natural pauses.
      (5) Conduct of the interview, lesson, or interrogation.
      (6) Need for interpreters to avoid injecting their own personality, ideas, or questions into the interview.
      (7) Need for interpreter to inform interviewer (CA Soldier) of inconsistencies in language used by interviewee. For example, does the interviewee claim to be a college professor, yet speak like an uneducated person?
      (8) Physical arrangements of the site, if applicable.
      (9) Possible need for the interpreter to assist in after action reports or assessments.

6. Identify the factors in interpreter training.
   a. Convey that the instructor, interviewer, or interrogator (CA Soldier) must always direct the interview or lesson.
   b. Describe how the quality and quantity of the information sent and received is directly dependent upon the interpreter's skills.
   c. State the importance of the interpreter as a vital communication link between the CA Soldier and the target audience.
   d. Other points for the CA Soldier to cover while training the interpreter:
      (1) Importance of the training, interview, or interrogation.
      (2) Specific objectives of the training, interview, or interrogation.
      (3) Background information on the interviewee or target audience.
      (4) Briefing, training, or interview schedules.
      (5) Copy of the briefing questions, or lesson plan, if applicable. Special attention should be

Performance Steps

> given to develop language proficiency in the technical fields in which the interpreters are expected to be employed. This will give the interpreter time to look up unfamiliar words and ask questions to clarify anything confusing.
> (6) General background information on the subject.
> (7) Copies of handout material if applicable.
> (8) Glossary of terms if applicable.

7. Identify the DOs and DON'Ts while working with an interpreter.
   a. The CA Soldier SHOULD:
      (1) Position the interpreter by his side (or even a step back). This method will keep the subject or audience from shifting their attention or fixating on the interpreter and not on him.
      (2) Always look at and talk directly to the subject or audience; guard against the tendency to talk to the interpreter.
      (3) Speak slowly and clearly; repeat as often as necessary.
         (a) In simultaneous interpreting, the interpreter listens and translates at the same time.
         (b) In consecutive interpreting, the interpreter listens to an entire phrase, sentence, or paragraph, then translates during natural pauses.
      (4) Speak to the individual or group as if they understand English. The Soldier should be enthusiastic and employ the gestures, movements, voice intonations, and inflections that would normally be used before an English-speaking group. Considerable nonverbal meaning can be conveyed through voice and body movements. The Soldier should encourage the interpreter to mimic your delivery.
      (5) Periodically check the interpreter's accuracy, consistency, and clarity.
      (6) Check with the audience whenever misunderstandings are suspected and clarify immediately. Using the interpreter, the Soldier should ask questions to elicit answers that will verify that the point is clear. The Soldier should use repetition and examples whenever necessary to facilitate learning.
      (7) Make the interpreter feel like a valuable member of the team; give the interpreter recognition commensurate with the importance of his contribution.
      (8) Keep the entire presentation as simple as possible.
         (a) Use short sentences and simple words.
         (b) Avoid idiomatic English.
         (c) Avoid tendency toward flowery language.
         (d) Avoid slang and colloquial expressions.
   b. The CA Soldier should NOT:
      (1) Address the subject or audience in the third person through the interpreter, for example, "tell them I'm glad to be their instructor," but rather should say, "I'm glad to be your instructor." He should address the subject or audience directly.
      (2) Make side comments to the interpreter since the interpreter is not expected to translate them.
      (3) Be a distraction while the interpreter is translating and the subject or audience is listening. for example, no pacing the floor, writing down things or carry on any other distracting activity.

8. Control interpreters during communication.
   a. DO NOT permit interpreters to ask their own questions or answer questions for the subject during communication.
   b. DO NOT permit interpreters to intimidate or berate the subject.
   c. DO NOT permit interpreters to paraphrase your words or the subject's questions and responses.
   d. DO NOT allow for the overuse of interpreters (an interpreter is usually only effective for 30 to 45 minutes at a time).
   e. Direct the actions of multiple interpreters during communication.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	GO	NO-GO
1. Identified the differences between interpreter, linguist, and translator.	——	——
2. Identified the interpreter selection process.	——	——
3. Identified the criteria for selecting interpreters.	——	——
4. Identified the steps in establishing rapport with the interpreters.	——	——
5. Identified the factors in the orientation of the interpreters.	——	——
6. Identified the factors in interpreter training.	——	——
7. Identified the DOs and DON'Ts while working with interpreters.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

Required	Related
CALL HANDBOOK 04-7	
FM 3-05.401	

Identify the Capabilities of Other Organizations in Support of Civil-Military Operations
331-38B-2011

Conditions: As a Civil Affairs Soldier assigned to a Civil Affairs team, you are given FM 3-05.40, *Civil Affairs Operations*, FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*, JP 3-08, I*nteragency, Intergovernmental Organization, and Nongovernmental Organization Coordination During Joint Operations Volumes I & II,* and other required references and equipment; you are tasked to identify the capabilities of other organizations in support of civil-military operations.

Standards: Identify government organizations, intergovernmental organizations (IGOs), nongovernmental organizations (NGOs) and their capabilities. Identify other methods for obtaining information about organizations in accordance with the stated references.

Performance Steps

1. Identify United States Government (USG) organizations and their capabilities. Other government agencies (OGAs) are organizations or agencies of a nation that has control over its government. They are usually the agents of executive policy. For instance, the United States (U.S.) Army is a government organization charged with the execution of national defense–in whatever form the executive branch deems that to be. Some that are pertinent to CA are—
   a. The Department of State (DOS), also called the State Department, leads the U.S. in its relationships with foreign governments, IGOs, and the people of other countries. It aims to provide a freer, prosperous, and secure world.
      (1) The management of all of these relationships is called diplomacy. Diplomacy is vital to the United States in that it is the way in which the DOS formulates, implements, and represents to other nations the foreign policy goals of the President.
      (2) The DOS is a vital part of the USG because it—
         (a) Represents the U.S. overseas and conveys U.S. policies to foreign governments and IGOs through American embassies and consulates in foreign countries and diplomatic missions.
         (b) Negotiates and concludes agreements and treaties on issues ranging from trade to nuclear weapons.
         (c) Coordinates and supports international activities of other U.S. agencies and hosts official visits.
         (d) Leads interagency coordination and manages the allocation of resources for foreign relations.
   b. The Department of Defense (DOD).
      (1) The DOD maintains significant resources (personnel, equipment, and supplies) that may be available to support the Federal response to a major disaster or emergency.
      (2) DOD will normally provide support only when other resources are unavailable, and only if such support does not interfere with its primary mission or ability to respond to operational contingencies.
      (3) Program management and funding of these programs is the responsibility of the Defense Security and Cooperation Agency.
   c. United States Agency for International Development (USAID). USAID is a distinct agency that shares certain administrative functions with DOS, and reports to and is under the direct authority and foreign policy guidance of the Secretary of State.
      (1) This agency administers and directs the U.S. foreign economic assistance program and acts as the lead federal agency for U.S. foreign humanitarian assistance (FHA).
      (2) USAID manages a worldwide network of country programs for economic and policy reforms.
      (3) Office of Foreign Disaster Assistance (OFDA). OFDA organizes and coordinates the total USG FHA response to a disaster, performing needs assessment, and initiating necessary procurement of supplies, services, and transportation.

Performance Steps

> > > (a) It has authority to coordinate directly with the DOD for provision of defense equipment for the affected country or procurement of DOD transportation.
> > > (b) OFDA may deploy a disaster assistance response team into the crisis area to assist coordination of the FHA effort.
> > > (c) OFDA provides money for selected relief activities performed by NGOs, United Nation (UN) agencies, and government organizations outside the U.S. and its possessions and territories.
> > (4) Office of Transition Initiatives (OTI).
> > > (a) OTI is charged with managing USAID's assistance to nations in the wake of political, social, and economic trauma resulting from manmade or natural disasters.
> > > (b) Assistance to such nations supports indigenous efforts to make the transition from crisis to fundamental socio-political stability that may serve as the foundation for longer-term, sustainable development efforts.

2. Identify IGOs and their capabilities. An IGO is one with global mandates, generally funded by contributions from national governments. IGOs have a permanent governing structure, regular meetings, and a stated agenda or goals. IGOs can be global with broad goals and agendas such as the UN, or regional with limited goals and agendas, such as the North Atlantic Treaty Organization. IGOs are generally established by treaty or agreement, and operate at the level of consent, recommendation, and cooperation among sovereign states rather than through compulsion or enforcement. Some significant IGOs are:

   a. The UN is an organization whose purposes are, as set forth in the Charter, to maintain international peace and security; to develop friendly relations among nations; to cooperate in solving international economic, social, cultural and humanitarian problems and in promoting respect for human rights and fundamental freedoms; and to be a center for harmonizing the actions of nations in attaining these ends.

   b. The United Nations High Commissioner for Refugees (UNHCR), a subset of the UN, supports civil-military operations by providing material assistance to refugees on their territory. Host nation governments are responsible for the security and safety of assistance to and law and order among, refugees on their territories.

   > (1) Responsibility for coordinating the response of the UN system to a refugee emergency normally rests with UNHCR.
   > (2) Where no suitable operational partner is immediately available within the country, UNHCR may initially have to assume a considerable degree of direct operational responsibility.
   > (3) Whatever the implementing arrangements, early involvement of the government's central health services is essential.
   > > (a) To the extent possible, the services to the refugees should be integrated with national services.
   > > (b) Promoting the good health of the refugees is clearly in the interest of the local population.
   > (4) There are World Health Organization (WHO) representatives in almost every country working directly with the health ministry.
   > > (a) Because the major focus of its work is health program development, WHO has only limited financial resources available in a refugee emergency.
   > > (b) It is able to provide advice and guidance, mobilize specialists, and through its supply services in Geneva and certain emergency regional stocks, provide urgently needed medications and supplies with UNHCR funds.

   c. The International Monetary Fund (IMF) was conceived at a UN conference. The IMF is an organization working to foster global monetary cooperation, secure financial stability, facilitate international trade, promote high employment and sustainable economic growth, and reduce poverty.

Performance Steps

    d. The Organization for Economic Cooperation and Development (OECD) shares a commitment to democratic government and the market economy. With active relationships with other countries, NGOs and the host nation, it has a global reach. Best known for its publications and its statistics, its work covers economic and social issues from macro economics, to trade, education, development, and science and innovation.

    e. The World Trade Organization (WTO) is the only global international organization dealing with the rules of trade between nations. The goal is to help producers of goods and services, exporters, and importers conduct their business.

    f. The International Committee of the Red Cross (ICRC). Its key responsibility is to maintain support and respect for international humanitarian law, which serves to protect the victims of armed conflict. The First Geneva Convention first mandated its formation.

3. Identify NGOs and their capabilities. An NGO is a transnational organization of private citizens that maintain a consultative status with the Economic and Social Council of the UN. An NGO may be a professional association, foundation, multinational business, or simply a group with an interest in humanitarian assistance activities (development and relief).

    a. NGOs can respond quickly and effectively to crises thereby reducing the military resources that a commander would otherwise have to devote to the civilian population in the area of operations.

    b. Though differences may exist between military forces and civilian agencies, short-term objectives are frequently very similar–to reduce the suffering of the people. Discovering this common ground is essential to unity of effort.

    c. Activities and capabilities of NGOs must be factored into the commander's assessment of conditions and resources and integrated into the selected course of action. Some examples of NGOs are:

      (1) American Council for Voluntary International Action works to coordinate and promote the activities of its members with a number of USG and international organizations through consultation, discussion, coordination, planning, and joint action in common areas of concern.

      (2) The American Red Cross (ARC) provides relief to victims of disasters and helps people prevent, prepare for, and respond to emergencies.

      (3) Center for Voluntary Organization the focus of the center is on the organization and management of voluntary agencies and NGOs and the implications for social and public policy. The center attempts to develop usable theory by working together with agencies in the resolution of current problems.

      (4) The International Organization for Migration provides technical assistance and advisory services to promote the orderly transfer of refugees, displaced persons and other individuals compelled to leave their homeland, as well as nationals who desire to migrate to countries where they may achieve independence through their employment, while advancing the economic, social and cultural conditions of the receiving countries.

      (5) Cooperation for Assistance and Relief Everywhere (CARE) works with poor communities in more than 70 countries around the world to find lasting solutions to poverty.

        (a) Drawing strength from its global diversity, resources and experience, it promotes innovative solutions and advocates for global responsibility

        (b) CARE facilitates lasting change by:
          - Strengthening capacity for self-help.
          - Providing economic opportunity.
          - Delivering relief in emergencies.
          - Influencing policy decisions at all levels.
          - Addressing discrimination in all its forms.

      (6) The Oxford Committee for Famine Relief (OXFAM) works internationally as part of a world-wide movement to build a just and safer world.

        (a) OXFAM is an independent British organization, registered as a charity, affiliated to OXFAM International, with partners, volunteers, supporters, and staff of many nationalities

Performance Steps

        (b) Through global campaigns OXFAM uses the energy and commitment of people all over the world to end poverty.

        (c) OXFAM launches an emergency response whenever lives, health, and livelihoods are threatened.

        (d) It works internationally to educate people through programs that address debt, labor rights, asylum and migration issues, participation, community development, regeneration and race, and gender equality.

4. Identify other methods for obtaining information about organizations.
    a. Before deploying and while in the area of operations (AO), the Internet is an invaluable tool for obtaining information about organizations pertinent to the mission.
    b. Introduce yourself as a CA Soldier and establish a friendly working relationship with the civilians upon arrival, and throughout the tour of duty.
    c. Networking with civilians in the AO can be helpful because they know the area, the needs of the people, and the organizations that are in the area.
    d. To gather pertinent information about organizations in the AO ask the local civilians questions such as:
       (1) Where do they work?
       (2) What is their job?
       (3) What information can they give about their organization?
       (4) Can they arrange meetings with their supervisor?
       (5) Do they know other organizations in the area?
    e. The more pertinent information you gathered, the better informed the commander will be, the more likely the mission will be successful.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Identified government organizations and their capabilities.	——	——
a. The DOS, also called the State Department.		
b. The DOD.		
c. The USAID.		
2. Identified IGOs and their capabilities	——	——
a. The UN.		
b. The UNHCR.		
c. The IMF.		
d. The OECD.		
e. The WTO.		
f. The ICRC.		
3. Identified NGOs and their capabilities.	——	——

  a. The OXFAM works internationally as part of a world-wide movement to build a just and safer world.

  b. CARE works with poor communities in more than 70 countries around the world to find lasting solutions to poverty.

  c. The International Organization for Migration provides technical assistance and advisory services to promote the orderly transfer of refugees, displaced persons and other individuals compelled to leave their homeland, as well as nationals who desire to migrate to countries where they may achieve independence through their employment, while advancing the economic, social and cultural conditions of the receiving countries.

Performance Measures   **GO**   **NO-GO**

      d. Center for Voluntary Organization. The focus of the center is on the
         organization and management of voluntary agencies and NGOs, and the
         implications for social and public policy.
      e. The ARC provides relief to victims of disasters and helps people prevent,
         prepare for, and respond to emergencies.
      f. American Council for Voluntary International Action works to coordinate and
         promote the activities of its members with a number of USG and
         international organizations through consultation, discussion, coordination,
         planning, and joint action in common areas of concern.

   4. Identified other methods for obtaining information about organizations.   ——   ——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
    Required   **Related**
    FM 3-05.40
    FM 3-05.401
    JP 3-08vI
    JP 3-08vII
    JP 3-57
    UNHCR
    UNHCR HB

Conduct Liaison With Other Organizations
331-38B-2012

Conditions: As a Civil Affairs (CA) Soldier assigned to a civil-military operations center or a civil liaison team, you are tasked to conduct liaison with other organization in order to coordinate civil-military operations (CMO). All required references and equipment are available.

Standards: Conduct liaison with the organization after defining liaison and the qualities and duties of a liaison officer (LNO) in accordance with the stated references.

Performance Steps

1. Define liaison and its activities.
   a. Liaison is the contact or intercommunication maintained between elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action.
      (1) Liaison helps reduce the fog of war through direct communications. It is the most commonly employed technique for establishing and maintaining close, continuous physical communication between commands.
      (2) Commanders use liaison during operations and normal daily activities to help facilitate communication between organizations, preserve freedom of action, and maintain flexibility.
   b. Liaison activities augment the commander's ability to synchronize and focus combat power.
      (1) Liaison activities include establishing and maintaining physical contact and communication between elements of military forces and, as directed, nonmilitary agencies.
      (2) Liaison activities ensure—
         (a) Cooperation and understanding between commanders and staffs of different headquarters.
         (b) Coordination on tactical matters to achieve unity of effort.
         (c) Understanding of implied or inferred coordination measures to achieve synchronized results.
   c. Liaison is a tool that enhances the commander's confidence. It helps commanders overcome friction and synchronize operations.
   d. Effective liaison assures commanders that subordinates understand implicit coordination.

2. Identify the qualities of an LNO.
   a. The commander uses an LNO to transmit critical information while bypassing layers of staffs and headquarters.
   b. A trained, competent, trusted, and informed liaison officer (either an officer or a noncommissioned officer) is the key to effective liaison.
      (1) To ensure maximum effectiveness, the LNO—
         (a) Must have the proper rank and experience for the mission and have the commander's full confidence.
         (b) Has a sound and comprehensive knowledge of CMO.
         (c) Has experience or training as an LNO.

3. Define the duties of an LNO.
   a. LNOs provide the receiving unit's commander or staff with knowledge of the sending unit's needs or requirements. The LNO's ability to rapidly clarify questions about the sending unit can keep the receiving unit from wasting time (thus decreasing frustration) while planning a course of action that best supports the senior commander's intentions.
   b. Before conducting liaison, the LNO should—
      (1) Become familiar with the situation of his own unit and that of the receiving organization.
      (2) Clearly understand the mission and how it meshes with your supported commander's intent and goals of the liaison.
      (3) Ensure that arrangements for communications (signal and transport) are adequate.

Performance Steps

        (4) Obtain credentials in writing unless obviously unnecessary.
        (5) Check language and interpreter requirements.

4. Establish initial contact with the supported element, indigenous populations and institutions (IPI), intergovernmental organizations (IGOs), nongovernmental organizations (NGOs), other government agencies (OGAs), host nation's (HN's) governmental and public organizations, and local key personnel.
    a. Obtain point of contact information for each organization's personnel and key personnel.
    b. Identified the responsibilities, duties and authority of all agency points of contact.
    c. Determine the capability of the IPI, IGOs, NGOs, OGAs, HN's governmental and public organizations to provide assistance with CA/CMO programs/projects.
    d. Identify operating procedures for pertinent agencies/organizations.
    e. Identified the necessary identification credentials.
    f. Identify interpreter requirements.

5. Conduct liaison with the supported element, IPI, IGOs, NGOs, OGAs, HN's governmental and public organizations.
    a. Exchange procedural information with organizations working in the area of operations as required.
    b. Explain the capabilities of the CA/CMO element working in the area.
    c. Update any CA/CMO related maps, overlays, charts as required.
    d. Participates in/conducts meetings as appropriate.
    e. Do NOT obligate the supported element for any programs/projects or other benefits without explicit prior approval.
    f. Identify potential conflicts in procedures, rules, laws or other issues and takes action to mitigate the situation.
    g. Coordinate communications between assigned unit and supported organizations.
    h. Exchange information with the supported element, IPI, IGOs, NGOs, OGAs, HN's governmental and public organizations.
    i. Maintain operational and informational security at all times.
    j. Observe cultural sensitivities to such issues as gender, attire, language (idiomatic), and body language at all times.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Defined liaison and its activities.	——	——
2. Identified the qualities of a liaison officer.	——	——
3. Defined the duties of a liaison.	——	——
4. Established initial contact with the supported element, IPI, IGOs, NGOs, OGAs, HN's governmental and public organizations, and local key personnel.	——	——
5. Conducted liaison with the supported element, IPI, IGOs, NGOs, OGAs, HN's governmental and public organizations.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
    Required   **Related**
    FM 3-05.401
    FM 6-0

Advise the Supported Commander on Legal and Moral Obligations with Respect to Civil-Military Operations
331-38B-2016

Conditions: As a Civil Affairs Soldier assigned to a civil-military operations center, you are tasked to gather legal aspects as they pertain to civil-military operations (CMO) and coordinate with the Judge Advocate General (JAG) to brief the supported commander. The JAG staff and all required references and organic equipment are available.

Standards: Advise the supported commander on the legal aspects of CMO and maintain information flow throughout the mission in accordance with FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*, and JAG guidance.

Performance Steps

1. Arrange for the staff judge advocate (SJA) to brief the legal and moral obligations of the commander. A combat commander has a duty, both as an individual and as a commander, regardless of the circumstances under which United States forces are employed. The briefing should include at a minimum—
   a. International law.
   b. International agreements:
      (1) The Geneva Conventions of 1949.
      (2) Hague Conventions of 1907.

2. Identify military planning in support of CMO.
   a. Commanders obligations to the civilian populace during combat.
      (1) The commander has the obligation to ensure that he has the capacity to know and understand the battlefield area or the target environment.
      (2) A commander must establish and maintain a system (reconnaissance, intelligence, or target surveillance) capable of distinguishing between civilians and combatants, or the failure to use this system to limit civilian casualties and damage.
   b. Funding and logistical support of CMO. Planning for CMO includes identifying funding resources for CMO projects in the initial planning phases (operation plan).
      (1) A CA Soldier must be able to assist the commander in obtaining proper funding and logistical support from a multitude of sources.
      (2) Some sources may include indigenous populations and institutions, nongovernmental organizations, intergovernmental organizations, and Allied Nations that have a specific legal mandate for projects using their funds.
      (3) Another planning consideration is for military supplies to supplement the local populace until combat operations cease or a natural disaster resides and stability returns.
   c. Basic subsistence of the civil population. A key point to advising the commanders on their obligations is the basic subsistence needs of the civil population. The commander's legal obligation is to maintain a minimum of survival levels of subsistence. These five areas need to be planned for and executed quickly once the commander has control of the operational area they are—
      (1) Food.
      (2) Water.
      (3) Shelter.
      (4) Security.
      (5) Medical support.

3. Advise the commander of his legal and moral obligations throughout the duration of CMO using one of the following briefings—
   a. Information briefing–the purpose is to present facts to the listeners and keep them abreast of the current situation or to supply specific requested information. It does not require a decision; the desired response is comprehension.

Performance Steps

        b. Staff briefing–the staff briefing is, perhaps, the most widely used form of military briefing. It is designed for the rapid oral exchange of information within a group of people and is, in this sense, similar to the information briefing. It is also similar to the decision briefing whenever it leads to a command decision. It is known and used at every military echelon to keep a commander and staff mutually informed of the current situation.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Arranged for the SJA to brief the legal and moral obligations of the commander.	——	——
2. Identified military planning in support of CMO.	——	——
3. Advised the commander of his legal and moral obligations throughout the duration of CMO.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

    Required   **Related**
    FM 27-1
    FM 27-10
    FM 27-2
    FM 3-05.401
    FM 5-0
    ISBN 0-16-072925-4
    JP 3-57

Provide Recommendations to the Supported Commander to Minimize Civilian Interference With Military Operations
331-38B-2017

Conditions: As a Civil Affairs team member you are tasked to assist in a briefing in order to provide recommendations to the supported commander to minimize civilian interference with military operations. The unit's current operation plan (OPLAN), area assessments, civil-military operations (CMO) running estimate, the CMO annex, other required references, and all organic equipment are available.

Standards: Provide recommendations to the commander on ways to avoid or minimize civilian interference with military operations, the effect of operations on the civilian population, and inform the commander of considerations concerning selected courses of action (COAs).

Performance Steps

1. Review the mission's OPLAN.

2. Estimate how operations will affect the population:
    a. Political effects.
    b. Economic effects.
    c. Psychological effects.
    d. Environmental effects.
    e. Legal effects (consult with the Judge Advocate General) .

3. Identify areas that may result in friction between the civilian populace and the military forces operating in the area, such as:
    a. Military operations in the vicinity of population centers.
    b. Movements of dislocated civilians (DCs) around the area of operations (AO).
    c. Use of main highways for military main supply routes (MSRs).

4. Identify possible COAs to avoid civilian interaction.
    a. Operations to avoid population centers and main highways.
    b. Psychological Operations and public affairs campaigns to encourage civilians to stay away from areas of current or future military operations.
    c. Alternative routes and areas that are open and safe for civilians to use.

5. Provide the commander with possible COAs that will minimize the effect of civilian interference. Since the military mission is the first priority in mission planning, it is usually impossible to completely avoid interaction with the civilian population. In this case, the best COA is to try to mitigate the effects of that interaction as much as possible.
    a. Institute populace controls, such as:
        (1) Restrict movement on MSRs to military traffic only. While preventing locals from using their main highways may cause significant inconvenience to them, it may be necessary to guarantee the safety of both the military forces and the civilian population.
        (2) Establish DC movement and evacuation routes to keep DCs from inhibiting military operations. It is never desirable to have large quantities of civilians displaced from their homes. Designating and enforcing specific routes of travel for those displaced from their homes helps to keep the DCs' movements from interfering with troop and supply movements, both for the safety of the civilians and for the efficiency of the military operations.
        (3) Evacuation, internment, and resettlement operations include removing and relocating civilians from their place of residence or containing those who have left their places of residence already. These operations should only be considered as a last resort, because they are very disruptive to the civilian populace and because they require vast amounts of coordination and resources.
    b. Prevent or control civil unrest.
        (1) Support local law enforcement. Military commanders can provide training and equipment

Performance Steps

support to local law enforcement agencies in order to assist in promoting a stable environment.

(2) Minimize destruction of infrastructure. The lack of essential services, such as electricity, fuel, and running water, is a major cause of civil disturbances and rioting. Ensuring that these services are kept in operation should be a priority for the military commander.

(3) Promote the local economy to deter unemployment. Unemployment promotes discontentment among the masses. Enemy forces exploit this to stir up resentment and recruit fighters for their cause. Using local labor, goods, and services helps to build the local economy and keep the population employed.

6. Inform the commander of considerations concerning selected COAs.

    a. Promote the positive effects of considering the civilian population in mission planning.

(1) The commander can expect greater freedom of movement for troops if plans are made to avoid or minimize interaction with civilians.

(2) Planning for contingencies involving civilians in the AO will reduce the chance of being caught off guard by events such as civil uprisings and DC movements.

(3) The commander can expect greater popular support of the mission if the effort is made to promote positive interaction with the local civilians.

    b. Inform commander of operational issues connected with disregarding the civil considerations of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations using area, structures, capabilities, organizations, people, and events. The United States (U.S.) forces stand to suffer if civilian considerations are not made during the mission. Some of the negative effects that the commander can expect to see are:

(1) Civilian casualties.

(2) Collateral damage to infrastructure and private property.

(3) Loss of popular support for operations, both locally and in the international community.

(4) Strengthening of the opposition. Enemy forces (especially in an insurgency situation) will exploit any collateral damage or civilian casualties in order to gain support for their cause. In this way they may gain fighters, shelter, supplies, or information from people who otherwise might have been neutral or have supported the U.S. cause.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Reviewed the mission's OPLAN.	——	——
2. Estimate how operations will affect the population.	——	——
3. Identified problem areas that may result in friction between the civilian populace and the military forces operating in the area.	——	——
4. Identified possible COA to avoid civilian interaction.	——	——
5. Provided the commander with possible COAs that will minimize effect of civilian interference.	——	——
6. Informed the commander of considerations concerning selected COA.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
    Required   **Related**
    FM 3-05.401

Coordinate the Evacuation and Control of Civilians From Combat Areas
331-38B-2018

Conditions: As a Civil Affairs (CA) Soldier assigned to a civil-military operations center or civil-military operations cell of a supported unit, given FM 3-19.40, *Military Police Internment and Resettlement Operations*; FM 3-05.40, *Civil Affairs Operations*; FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*; and other pertinent references and planning documents, you are tasked to coordinate the evacuation and control of civilians from combat areas. All required references and organic equipment are available.

Standards: Coordinate the evacuation and control of civilians from combat areas (dislocated civilian operations or noncombatant evacuation operations) in accordance with FM 3-05.401, Chapter 5.

Performance Steps

1. Identify the purpose of evacuations.
    a. Controlled evacuations are a way of minimizing the chaos that exists when civilians will not or should not stay where they are.
    b. Forced evacuations may be required to protect civilians from combat operations, as well as impending natural disasters, such as hurricanes or volcanic eruption.
    c. Evacuations also may be required to protect military operations, as in the removal of civilians from port areas or areas adjacent to main supply routes to promote the efficiency of logistics operations and minimize the possibility of sabotage.
    d. Evacuation of civilians from an area is extremely disruptive to the civilian population and is only undertaken as a last resort.

2. Determine coordination considerations for evacuations.
    a. When an evacuation is executed, time is usually limited and events must take place rapidly.
    b. It is best to have an evacuation plan already in place when entering an area.
    c. Coordination for an evacuation can be extensive.
        (1) Close cooperation with the United States Embassy Country Team is imperative.
            (a) The Country Team should have a working relationship with the host nation (HN) government and can provide a critical point of contact close cooperation and liaison with HN government agencies.
            (b) The Country Team can provide valuable input for an evacuation plan, or they may have an evacuation plan in place already.
        (2) Use local and national agencies.
            (a) It conserves military resources.
            (b) Civilian authorities normally are best equipped to handle their own people.
            (c) The use of local personnel reduces the need for interpreters or translators.
        (3) Close coordination and cooperation with indigenous populations and institutions, international intergovernmental organizations, nongovernmental organizations, religious organizations, and private institutions can help to:
            (a) Reduce costs to the military.
            (b) Prevent duplication of effort.
            (c) Lessen the friction of potential rivalry.
            (d) Improve the results of the operation.
        (4) Other staff sections and military units have necessary skills and resources to implement evacuation procedures.
            (a) The G-2 provides intelligence support and resources for screening evacuees.
            (b) The G-4 provides logistical support, including transportation, rations, and billeting.
            (c) Psychological Operations (PSYOP) and public affairs (PA) sections provide support for informing the population of evacuation procedures.
            (d) Military police (MP) units help to enforce movement controls and provide security support.

Performance Steps

        (e) Engineer units provide support for constructing internment facilities and repairing damaged infrastructure components to enable the return of the evacuees.

3. Coordinate for movement control.
    a. For the safety of the civilians and the effectiveness of military operations, movement of the evacuees must be conducted in a controlled manner. Coordinate with MP units and HN law enforcement to implement control techniques.
    b. Evacuation routes must be planned so that they do not interfere with main supply routes and combat operations. The routes must be well marked and made known to the civilian population.

4. Coordinate for public information support.
    a. Coordinate with the information operations working group, PSYOP, and PA for support in informing the population of procedures being taken during the evacuation. It is important to stress that all measures are being taken for the safety of the civilian population. Explain the details of the move, including:
        (1) Movement routes.
        (2) Movement schedules.
        (3) Restrictions on personal belongings.
    b. Arrange for interpreters, loudspeakers, leaflets, signs, and radio and television broadcasts, as needed.

5. Coordinate for civilian transportation.
    a. The situation will dictate whether it is desirable for the evacuees to provide their own transportation or for mass transportation to be provided for them.
    b. If mass transportation is provided, military resources should be used only after all other options have been exhausted.
    c. Whichever determination is made, it must be made known to the population.

6. Establish collection points for gathering evacuees prior to movement.
    a. Collection points are not designed to hold evacuees for long periods of time.
    b. They should be located away from main supply routes, and be accessible by roads that are not main supply routes.
    c. At collection points, only minimal emergency relief is provided.

7. Coordinate for water and rations for evacuees.
    a. For movements lasting no more than two days, supply personnel will issue rations to evacuees close to the time of departure.
    b. For extended movements, a more detailed logistical plan for rations will have to be developed. This should include coordination with relief agencies for humanitarian rations and supplies.

8. Coordinate for medical care.
    a. The public health team should make maximum use of civilian medical personnel, equipment, and supplies to care for the health and physical well-being of the evacuees.
    b. Military medical personnel, equipment, and supplies can be used as supplements, if necessary.
    c. The public health team or surgeon's staff must take proper steps before and during the movement to prevent the spread of infectious diseases.

9. Coordinate for security.
    a. Since the civilians are being removed from the area where they can best take care of themselves, the military provides security for them during and after evacuation.
    b. Physical security will be an issue throughout the operation, since there may be widespread destruction; looting may occur.
    c. The military provides for the security of all civilian property left behind, including farm animals, pets, and other possessions.

Performance Steps

10. Coordinate for screening and documentation of evacuees.
    a. In some circumstances, evacuees may need identification documents showing, as a minimum, the name and locality from which they were evacuated.
    b. CA coordinates with the G-2 in security screening and documentation of evacuees.
    c. As a control technique, CA Soldiers may prepare a manifest listing evacuees for movement.

11. Coordinate for internment.
    a. When the situation dictates that the evacuees will not be able to return to their homes for an extended period of time, provisions may have to be made for quartering the evacuees in a dislocated civilian camp.
    b. Long-term internment of evacuees is an option to be avoided if at all possible because of the large amount of coordination and logistical issues involved and the potential to tie up military resources.

12. Coordinate for return.
    a. Planning must be made for evacuees to return to their homes when situation allows.
    b. Requirements that must be met for returning the evacuees to their homes must be determined at the outset of the operations.
    c. When those requirements have been met, decisions must be made concerning how the return of the evacuees will be orchestrated.
       (1) Return movements must be as controlled and organized as evacuation movements.
       (2) Situation may dictate that all evacuees are not returned to their homes at once.
          (a) Certain geographic areas may be ready for re-population before others.
          (b) Different demographic groups may be allowed to return before others, depending on the political situation in the area.
          (c) Evacuees may be returned gradually to prevent clogging supply routes with large groups of civilians in transit.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	GO	NO-GO
1. Identified the purpose for evacuations.	——	——
2. Determined coordination considerations for evacuations.	——	——
3. Coordinated for movement control.	——	——
4. Coordinated for public information support.	——	——
5. Coordinated for civilian transportation.	——	——
6. Established collection points for gathering evacuees prior to movement.	——	——
7. Coordinated for water and rations for evacuees.	——	——
8. Coordinated for medical care.	——	——
9. Coordinated for security.	——	——
10. Coordinated for screening and documentation of evacuees.	——	——
11. Coordinated for internment, if necessary.	——	——
12. Coordinated for return.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
    Required   **Related**
    FM 3-05.401
    FM 3-19.40

Conduct a Local Medical Health Assessment
331-38B-2020

Conditions: As a Civil Affairs Solider assigned to a civil-military operations center, you are given all required references and equipment, and tasked to conduct a local medical health assessment in order to assist with planning operations.

Standards: Conduct a local medical health assessment, collect health information, determine the level of dental care, collect veterinary health information, and document the results in the designated format, including photographs and drawings.

Performance Steps

1. Identify resources available in the village and surrounding vicinity.
    a. Local medical facilities names/agency names (clinics, hospitals, and so on).
        (1) Province/town/village, grid coordinate/address.
        (2) Transportation available (privately owned vehicles, bus, taxi, and so on).
        (3) Number of beds.
        (4) Treatment/prevention programs.
        (5) Surgical capabilities.
    b. Health workers and staff (to include specialties).
        (1) Doctors (number, type, and name).
        (2) Dentists (number, type, and name
        (3) Nurses (number, type, and name).
        (4) Midwives (number, type, and name).
        (5) Veterinarians (number, type, and name).
        (6) Traditional health care providers (number, type, and name).
        (7) Other key personnel (village elders, mayor, teachers, and so on).
    c. Nearest pharmacy.
        (1) Pharmacists (number, name).
        (2) List of medications used locally.
        (3) Availability and cost of medications.
        (4) Stock level/types of medications.
        (5) Medications needed.

2. Collect health information by general observation and by interviewing the local health care providers, village elders/officials, teachers, and the general population. Collect the following information:
    a. Size of population.
        (1) Adults.
        (2) Children.
        (3) Infants.
    b. Identify endemic diseases.
        (1) Waterborne (Giardia, diarrhea, and so on).
        (2) Food-borne (E. Coli, salmonella, and so on).
        (3) Rodent-borne (rabies, plague, and so on).
        (4) Airborne (tuberculosis, upper respiratory infections, and so on).
    c. Identify leading causes of death.
        (1) Disease (malaria, cholera, and so on).
        (2) Age (elderly, infants).
        (3) Accidents (vehicle, farming, work, and so on).
        (4) War.
        (5) Murder.

3. Identify the level of dental care. The local health care providers and teachers are excellent sources.
    a. General level of dental health (clean, many cavities, and so on).
    b. Endemic oral diseases.

Performance Steps
        c. Availability of dental care.
        d. Names and locations of dental care providers.

    4. Gather veterinary information. The health of animals is very important in many areas of the world. They provide food and labor, are used for trade and in some cases security. A good assessment will assist you in seeing to the needs of the animals in the area, which in turn helps the local population.
        a. Location of veterinary clinic (grid, address).
        b. Number of—
            (1) Cattle.
            (2) Horses/mules.
            (3) Goats.
            (4) Pigs.
            (5) Fowl (chickens, geese, and so on).
            (6) Camels/llamas.
            (7) Dogs.
            (8) Cats.
            (9) Other.
        c. Number and type of animals that have died in the last three months.
        d. Causes or reasons for death.

    5. Photograph and draw maps of the areas medical facilities. Detailed maps, drawings, and photographs will assist in finding important facilities in the village.
        a. Routes to and from the area facilities (photographs, drawings).
        b. Maps of the village (key areas, public places, key buildings, and so on).
        c. Maps of routes in and out of the village.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	GO	NO-GO
1. Collected health information.	——	——
2. Identified the level of dental care in the area of operation.	——	——
3. Gathered veterinary information.	——	——
4. Photographed and drew maps of the area.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
    Required   **Related**
    FM 3-05.401
    FM 8-42

Subject Area 2: Civil Information Management

Coordinate Civil Information With Information Operations
331-38B-2019

Conditions: As a Civil Affairs (CA) Soldier assigned to assist with the coordination of civil information into the information operations (IO) plan, you are given the appropriate references and understand the role CA and civil-military operations (CMO) has in IO.

Standards: Coordination of civil information into the IO plan understanding the role CA and civil-military operations (CMO) has in IO.

Performance Steps

1. Define key terms relating to IO.
   a. The information environment:
      (1) Is the aggregate of individuals, organizations, and systems that collect, process, store, display, and disseminate information; also included is the information itself.
      (2) Is not an exclusively military one; in fact, the military applications of information are almost obscured in today's universal usage of the information spectrum by national, international, and nonstate players.
   b. IO is the employment of the core capabilities of electronic warfare, computer network operations, psychological operations, military deception, and operations security, in concert with specified supporting and related capabilities, to affect or defend information and information systems, and to influence decision making.

2. Identify how CMO supports IO.
   a. CMO can support IO objectives by influencing, developing, or controlling the indigenous infrastructure in foreign AOs. It can be an alternative means to communicate with the host nation (HN) and foreign public.
   b. Contributions to IO by CMO have two forms: support to military operations and support to civil authorities.
      (1) Support to military operations.
         (a) Support to military operations seeks to minimize civilian interference with military operations, maximize support for operations, and meet the commander's legal responsibilities and moral obligations to civilian populations within the area of operations (AO).
         (b) Operationally, CMO supports national policy and implements United States (U.S.) national objectives by coordinating with, influencing, developing, or accessing indigenous infrastructures in the AO.
         (c) Tactically, CMO secure local acceptance of and support for U.S. forces. It is important to IO because CMO involve interfacing with indigenous populations and institutions (IPI) and other essential organizations and individuals in the AO and with intergovernmental organizations (IGOs), nongovernmental organizations (NGOs), and other government agencies (OGAs) such as the International Committee of the Red Cross.
      (2) Support to civil authorities. Support to civil authorities includes assistance with relief, dislocated civilian support (dislocated persons, evacuees, expellees, or refugees), and security or technical assistance. These activities may include such actions as—
         (a) Coordinating the removal of civilians from the combat zone.
         (b) Interfacing between U.S./multinational forces and HN and IPI, IGOs, NGOs, and OGAs.
         (c) Exercising military control over an area, hostile government, or population.

Performance Steps

3. Identify how the CA methodology contributes to IO. The CA methodology contributes to IO in the following manner:
    a. Preliminary and deliberate CA assessments provide the civil perspective of the AO that round out IO intelligence preparation of the battlefield.
    b. The application of area, structures, capabilities, organizations, people, and events (ASCOPE) during the decide phase focuses CA assets on essential aspects of the IO campaign to which other military assets may not have access.
    c. Civil-military operations center operations during the develop and detect phase and the application of Civil Affairs operations during the deliver phase create relationships, detect attitudes, and provide concrete actions that, in turn, contribute to the commander's campaign to mitigate the effects of enemy IO, as well as to mitigate adverse effects stemming from misinformation, rumors, confusion, and apprehension.
    d. Monitoring and evaluating measures of effectiveness during the evaluate phase provide feedback on the success or failure of specific IO themes.

4. Identify the limitations on using CA forces in support of IO.
    a. The need of CA forces to maintain credibility with the civil populace limits the extent to which they can support IO.
    b. The daily encounters between CA Soldiers and the people and institutions of the AO are prime sources of information.
    c. CA Soldiers collect this information and conduct assessments in order to target their relief efforts or stabilize the civil environment.
    d. CMO support IO and facilitates mission accomplishment by enhancing the relationship between the overall force and the civilian populace. However, CA units avoid any perception that their activities are related to IO.

5. Provide civil information as it relates to IO by—
    a. Providing recommended CMO-related information requirements and essential elements of friendly information.
    b. Providing the S-2, information on aspects of the enemy situation that may affect CMO.
    c. Coordinating for tactical forces to perform CMO.
    d. Identifying and assists with coordination for military use of local communications systems.
    e. Providing trends in public opinion.
    f. Providing the public affairs office information on public media.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Defined key terms relating to IO.	——	——
2. Identified how CMO supports IO.	——	——
3. Identified how the CA methodology contributes to IO.	——	——
4. Identified the limitations on using CA forces in support of IO.	——	——
5. Provided civil information as it relates to IO.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
    Required   **Related**
    FM 3-05.401
    FM 3-13

Subject Area 4: Leadership

Identify the Steps of Troop-Leading Procedures
331-38B-2001

Conditions: As a Civil Affairs (CA) Soldier assigned to a Civil Affairs team, given a warning order (WARNORD), you are tasked to identify the steps of troop-leading procedure (TLP) in order to plan for team operations and missions. All references such as FM 5-0, *Army Planning and Orders Production*; FM 3-05.40, *Civil Affairs Operations*; and FM 3-05-401, *Civil Affairs Tactics, Techniques, and Procedures*; are available.

Standards: Identify the eight steps of TLP in the correct sequence and provide an example of each in accordance with FM 5-0, Chapter 4.

Performance Steps

1. Describe the purpose for TLP.
    a. TLPs comprise a dynamic process used by small unit leaders to analyze a mission, develop a plan, and prepare for an operation.
    b. TLPs are used by company-level leaders down to team/section leaders.

2. Identify the eight TLP steps.
    a. Step 1–Receive the mission.
    b. Step 2–Issue a warning order.
    c. Step 3–Make a tentative plan.
    d. Step 4–Initiate movement.
    e. Step 5–Conduct reconnaissance.
    f. Step 6–Complete the plan.
    g. Step 7–Issue the order.
    h. Step 8–Supervise and refine.

3. Identify Step 1–Receive the mission.
    a. Receipt of the mission may occur in several ways.
        (1) It may begin with the initial WARNORD from higher.
        (2) Or when a leader receives an operation order (OPORD). Frequently, leaders receive a mission in a fragmentary order (FRAGORD) over the radio or Internet.
    b. Upon receipt of a mission, Army leaders perform an initial assessment of the situation (mission, enemy, terrain and weather, troops and support available, time available, and civil considerations [METT-TC] analysis), and allocate the time available for planning and preparation. (Preparation includes rehearsals and movement.) This initial assessment and time allocation form the basis of their initial WARNORD.

4. Identify Step 2–Issue a warning order.
    a. As soon as Army leaders finish their initial assessment of the situation and available time, they issue a WARNORD. They issue the best WARNORD possible with the information at hand and update it as needed with additional WARNORDs.
    b. WARNORDs follow the five-paragraph OPORD format. Normally an initial WARNORD issued below battalion level includes:
        (1) Mission or nature of the operation.
        (2) Time and place for issuing the OPORD.
        (3) Units or elements participating in the operation. This may involve the local host nation government and joint operations.
        (4) Specific tasks not addressed by unit standard operating procedure (SOP).
        (5) Time line for the operation.

Performance Steps

   5. Identify Step 3–Make a tentative plan.
      a. Once the initial WARNORD is issued, CA leaders develop a tentative plan. This step combines the military decisionmaking process (MDMP) steps 2 through 6: mission analysis, course of action (COA) development, COA analysis, COA comparison, and COA approval. At levels below battalion, these steps are less structured than that for units with staffs. Often, leaders perform them mentally. They may include their principle subordinates-especially during COA development, analysis, and comparison.
      b. A mission analysis frames the tentative plan, CA leaders perform mission analysis. This mission analysis follows the METT-TC format, continuing the initial assessment performed in TLP step 1.
         (1) Analyze the higher headquarters WARNORD or OPORD to determine how their unit contributes to the higher headquarters mission. Examine the following information that affects the mission:
            (a) Higher headquarters mission and commander's intent (2 levels of command up).
            (b) Higher headquarters concept of the operation (2 levels of command up).
            (c) Specified, implied, and essential tasks.
            (d) Constraints.
         (2) Mission. The product of this part of the mission analysis is the restated mission. The restated mission is a simple, concise expression of the essential tasks the unit must accomplish and the purpose to be achieved. The mission statement states who (the unit), what (the task), when (either the critical time or on order), where (location), and why (the purpose of the operation).
         (3) Enemy–with the restated mission as the focus, leaders continue the analysis with the enemy. For small unit operations, leaders need to know about the enemy's composition, disposition, strength, recent activities, ability to reinforce, and possible COAs.
         (4) Terrain and weather.
            (a) Terrain–(also known as observation and fields of fire, avenues of approach, key terrain, obstacles, cover and concealment [OAKOC]) .
            (b) Weather–there are five military aspects of weather: visibility, winds, precipitation, cloud cover, temperature/humidity.
         (5) Troops and support available–this is perhaps the most important aspect of mission analysis, determining the combat potential of one's own force.
         (6) Time available–leaders not only appreciate how much time is available; they understand the time-space aspects of preparing, moving, fighting, and sustaining.
         (7) Civil considerations–civil considerations are how the man-made infrastructure, civilian institutions, attitudes and activities of the civilian leaders, populations, and organizations within an area of operations influence the conduct of military operations. Civil considerations are evaluated in terms of six factors, known by the memory aid ASCOPE:
            (a) Areas.
            (b) Structures.
            (c) Capabilities.
            (d) Organizations.
            (e) People.
            (f) Events.
      c. COA development–mission analysis provides information needed to develop COAs. The purpose of COA development is to determine one or more ways to accomplish the mission. The steps performed to conduct COA development are:
         (1) Analyze relative combat power–during this step, leaders determine whether the unit has enough combat power to defeat the force against which it is arrayed by comparing the combat power of friendly and enemy forces.
         (2) Generate options–leaders brainstorm different ways to accomplish the mission, and determine the doctrinal requirements for the operation to include the tactical tasks normally assigned to subordinates. Doctrinal requirements give leaders a framework from which to develop COAs.

Performance Steps

           (a) The CA leader identifies where and when to assemble CA and support personnel, equipment, materiel (with respect to terrain, enemy, and time) to achieve specific mission results. He formulates measurable results that must be achieved at decisive points to accomplish the mission. The leader determines the required tasks and the amount of CA talent and other resources to be applied at these decisive points.

           (b) After identifying the tasks, the leader must next determine the purpose for each task. There is normally one primary task for each mission. The Civil Affairs team assigned this task may be designated the main effort. The purpose of the other tasks should support the accomplishment of the primary task.

       (3) Array forces–the leader then determines what combinations of Soldiers, weapons, and other systems should be at each location to accomplish each task. They also assign command and control headquarters for each combination of forces.

       (4) Develop a concept of operations–the concept of operations describes how the leader envisions the operation unfolding, from its start to its conclusion or end state.

       (5) Assign responsibilities–leaders assign responsibility for each task to a subordinate. Whenever possible, they depend upon the existing chain of command.

       (6) Prepare a COA statement and sketch–leaders base the COA statement on the concept of operations for that COA. The COA statement focuses on all significant actions, from the start of the COA to its finish. Whenever possible, leaders prepare a sketch showing each COA.

    d. Analyze courses of action (wargame)–for each COA, leaders think through the operation from start to finish. They compare each COA with the enemy's most probable COA and the effects upon the civilian populace. The leader visualizes a set of actions and reactions. The object is to determine what can go wrong and what decision the leader will likely have to make as a result. A supported commander must be informed of the immediate and long-term civil aspect of military actions.

    e. Compare COAs and make a decision–compare COAs by weighing the advantages, disadvantages, strengths, and weaknesses of each, as noted during the wargame. Decide which COA to execute based upon this comparison and upon their professional judgment. Take into account the following:

       (1) Mission accomplishment.

       (2) Time to execute the operation.

       (3) Risk.

       (4) Results from unit reconnaissance.

       (5) Subordinate unit tasks and purposes.

       (6) Casualties incurred.

       (7) Posturing the force for future operations.

6. Identify Step 4: Initiate movement.

    a. Initiate any movement necessary to continue mission preparation or position forces and support personnel, equipment and materiel for execution, sometimes before making a tentative plan.

    b. Movements may be to an assembly area, adjacent to a battle position, or a new area of operations (AO). The leader may include movement of reconnaissance elements, guides, or quartering parties.

7. Identify Step 5: Conduct reconnaissance.

    a. Whenever time and circumstances allow, leaders personally observe the AO for the mission.

    b. Leaders use the results of the wargame to identify information requirements. Reconnaissance operations seek to confirm or deny information that supports the tentative plan. They focus first on information gaps identified during mission analysis.

Performance Steps

    8. Identify Step 6: Complete the plan.
        a. Incorporate the results of reconnaissance into the selected COA to complete the plan or order. This includes preparing overlays, refining the target list, coordinating sustainment and command and control requirements, and updating the tentative plan as a result of the reconnaissance.
        b. At lower levels, this critical step may only entail confirming or updating information contained in the tentative plan.

    9. Identify Step 7: Issue the order.
        a. Small unit orders are normally issued verbally and supplemented by graphics and other control measures. The order follows the standard five-paragraph OPORD format. Leaders below company level do not issue a commander's intent. They reiterate the intent of their next two higher commanders.
        b. The ideal location for issuing the order is at a point in the AO with a view of the objective and other aspects of the terrain.

    10. Identify Step 8: Supervise and refine.
        a. Throughout TLPs, leaders monitor mission preparations, refine the plan, perform coordination with adjacent units, and supervise and assess preparations.
        b. A crucial component of preparation is the rehearsal. Rehearsals allow leaders to assess their subordinates' preparations and readiness.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Described the purpose of TLPs.	——	——
2. Identified the eight steps in TLP, in correct sequence.	——	——
3. Identified Step 1–Receive the mission and provided one example.	——	——
4. Identified Step 2–Issue a warning order, and provided one example.	——	——
5. Identified Step 3–Make a tentative plan, and provided one example.	——	——
6. Identified Step 4–Initiate movement, and provided one example.	——	——
7. Identified Step 5–Conduct reconnaissance, and provided one example.	——	——
8. Identified Step 6–Complete the plan, and provided one example.	——	——
9. Identified Step 7–Issue the order, and provided one example.	——	——
10. Identified Step 8–Supervise and refine, and provided one example of each.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
    Required   **Related**
    FM 3-05.40
    FM 3-05.401
    FM 5-0

Subject Area 5: Staff Skills

Recommend a Protected Target List
331-38B-2014

Conditions: As a Civil Affairs (CA) Soldier assigned to the civil-military operations cell of a supported unit, you are given all required references, equipment, unit standing operating procedure (SOP) and military decisionmaking process (MDMP) planning documents and are tasked to develop a protected target list (PTL) in order to prepare for operations.

Standards: Nominate a PTL and produce a map overlay in accordance with unit SOP.

Performance Steps

1. Identify the purpose of the PTL.
    a. Assist the commander in meeting his legal and moral obligations to the civilian populace and host nation economy.
    b. Assist in minimizing collateral damage to—
        (1) Cultural and historical institutions to include museums, art galleries, and commemorative parks.
        (2) Religious facilities.
        (3) Economic centers.
        (4) Political facilities.
        (5) High-density civilian population centers.
        (6) Other sites protected by international law or United States (U.S.) policy.
    c. Establish a control measure to reduce civilian interaction and interference with military operations.

2. Identify CA role in producing a PTL.
    a. CA Soldiers considered civil areas, structures, capabilities, organizations, people, and events (ASCOPE) to assess the area and determine items to be placed on the CA recommended PTL under the headings of the six functional areas.
        (1) Governance.
        (2) Rule of law.
        (3) Economic stability.
        (4) Health and welfare.
        (5) Infrastructure.
        (6) Public education and information.
    b. Advise the commander and staff on possible CA operations during the MDMP and targeting meetings. CA Soldiers must be able to support their selection of protected targets for the PTL to the fire support coordinator (FSCOORD) and the commander.

3. Identify the components of the CA PTL.
    a. The PTL covers all six functional areas:
        (1) Governance section includes public administration, environmental management, and public safety.
        (2) Rule of law section includes international law.
        (3) Economic stability section includes civilian supply, food and agriculture, economic development.
        (4) Health and welfare section includes public health and cultural relations.
        (5) Infrastructure section includes public works and utilities, public transportation, and public communications.
        (6) Public education and information section includes public education, and civil information.
    b. For each listed protected target the PTL includes:
        (1) A description or name of the item.
        (2) An eight digit grid coordinate.

Performance Steps

        (3) The assigned designation on the protected target overlay.

        (4) An overlay key explaining any symbols and colors used on the CA PTL overlay.

        (5) Additional information should include why the item is being recommended as a protected target, in the event that conditions/situations change, thereby changing the items status as a protected target.

    c. CA Soldiers produced CA recommendations to the PTL overlays annotating the location of the listed items on the PTL.

  4. Identify the process for submitting the CA recommendations to the PTL to the supported commander's PTL.

    a. All items identified on the CA PTL are recommended for the supported commander's PTL.

    b. The CA recommendations to the PTL is submitted through the supported unit to the FSCOORD who makes the determination as to which items will be integrated into the overall PTL.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Identified the purpose of the PTL.	——	——
2. Identified CAs' role in producing a PTL.	——	——
3. Identified the components of the CA PTL.	——	——
4. Identified the process for submitting the CA PTL.	——	——
5. Prepared a CA PTL, with corresponding map overlays.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

    Required   **Related**

    FM 1-02

    FM 3-05.40

    FM 3-05.401

    FM 5-0

Skill Level 3

Subject Area 1: Civil Affairs Operations

Establish a Civil-Military Operations Center
331-38B-3005

Conditions: As a Civil Affairs (CA) Soldier assigned to a civil-military operations center (CMOC) in support of a brigade combat team (BCT), you are tasked to assist in establishing a CMOC to support ongoing civil-military operations (CMO) in the area of operation (AO). All required references and all organic equipment are available.

Standards: Coordinate for the establishment of the CMOC, occupy the CMOC site, and initiate CMOC operations in accordance with FM 3-05.40, *Civil Affairs Operations*; and FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*.

Performance Steps

1. Coordinate as required for the establishment of the CMOC.
   a. Coordinate for a site location:
      (1) Inside the security perimeter—
          (a) Coordinate with the base mayor, S-3, S-4, executive officer, or chief of staff, as required, for facilities or tent space.
          (b) Coordinate with S-2, military police (MP), and base security concerning access procedures to CMOC by nonmilitary personnel, security requirements and personnel support.
          (c) Coordinate with S-4 for required equipment.
          (d) Coordinate with the S-6 for frequencies and communication connections as required.
          (e) Coordinate with information operations (IO), public affairs officer (PAO), Psychological Operations (PSYOP), indigenous populations and institutions (IPI), intergovernmental organization (IGO), nongovernmental organization (NGO) and other government agency (OGA) to synchronize a coordinate effort to inform and educate the IPI, international community, and civilian populace on the role and purpose of the CMOC.
      (2) Outside the security perimeter—
          (a) Coordinate with IPI officials and locals for assistance in identifying and obtaining adequate facilities, site security by host nation (HN) personnel electrical connections at the site as required.
          (b) Coordinate with IGO and NGO for assistance in identifying and obtaining adequate facilities.
          (c) Coordinate with S-4 and finance or contracting office for funding or contracting for site rental as required.
          (d) Coordinate with the S-6 for required communication equipment, setup, frequencies, and protocols as required.
          (e) Coordinate with S-4 for CLASS IV site hardening and force protection material.
          (f) Coordinate with S-3, as required, to request tasking of security personnel and quick reaction force, engineer support, and operational planning to include route and movement coordination.
          (g) Coordinate with IO, PAO, PSYOP, IPI, IGO, NGO and OGA to synchronize a coordinate effort to inform and educate the IPI, international community, and civilian populace on the role and purpose of the CMOC.
          (h) Coordinate a site and situation threat and vulnerability assessment with appropriate personnel.
          (i) Develop a site security plan.

Performance Steps

    (3) Mobile CMOC.
      (a) Coordinate with S-3, as required, to request tasking of security personnel, engineer support, and operational planning to include route and movement coordination.
      (b) Coordinate with the S-6 for required communication equipment, setup, frequencies, and protocols as required.
      (c) Coordinate with IPI officials and locals for assistance in identifying and establishing meeting locations and schedules, as required, and operations security (OPSEC) dictates.
      (d) Coordinate with IGO and NGO for assistance in identifying and establishing meeting locations and schedules, as required, and as OPSEC dictates.
    (4) Coordinate for split operations as required.

  2. Occupy the CMOC.
    a. Conduct tactical movement to the CMOC site.
      (1) Coordinate for cargo and transportation assets as required.
      (2) Pack/load equipment.
      (3) Conduct convoy troop-leading procedures.
        (a) Receive the mission.
        (b) Issue the warning order (WARNORD).
        (c) Make a tentative plan.
        (d) Initiate movement.
        (e) Reconnoiter.
        (f) Complete the plan.
        (g) Issue the convoy brief.
        (h) Supervise.
      (4) Consider additional factors as applicable.
        (a) Utilize gun trucks.
        (b) Utilize forward security element.
        (c) Maintain OPSEC.
        (d) Develop a destruction plan.
        (e) Develop a vehicle recovery plan.
        (f) Coordinate medical/casualty evacuation plan.
        (g) Disperse combat life savers and medics through the element.
        (h) Designate aid and litter teams.
        (i) Designate assault teams.
        (j) Develop a rest or rotation plan for drivers.
        (k) Utilize window screen to deflect grenades.
        (l) Utilize supply guards.
        (m) Coordinate for MP, security forces, or other escort.
        (n) Develop a cross load plan.
        (o) Utilize convoy signals.
        (p) Develop and coordinate a fire support plan along the route.
        (q) Coordinate aviation support.
        (r) Develop a deception plan.
        (s) Coordinate passage of lines and boundaries with adjacent elements as required.
      (5) Submit movement plan to higher.
      (6) Conduct rehearsals.
      (7) Initiate movement as required.
      (8) Conduct reconnaissance as required.
      (9) Conduct the movement.
      (10) Inform higher of arrival at site.
    b. Establish site security by implementing the security plan.
      (1) Establish perimeter security.
        (a) Erect barriers and check points as required.
        (b) Establish access control points and procedures.

Performance Steps

             (c) Establish battle positions as required.
             (d) Establish emergency procedures and duties.
             (e) Harden the perimeter fortifications with CLASS IV, as required, to increase force protection levels.
          (2) Establish internal security.
             (a) Establish internal restricted areas as required.
             (b) Establish access control points and procedures.
             (c) Establish emergency destruction procedures for classified materials and equipment.
             (d) Harden the internal structure with CLASS IV, as required, to increase force protection levels.
      c. Establish hard site communications.
          (1) Install communication equipment including radios, phones and computers as required.
          (2) Connect to power source as required.
          (3) Establish communications with required elements.
      d. Organize the CMOC operations and meeting rooms as required.
          (1) Determine the required layout.
          (2) Install furniture and equipment.

   3. Initiate CMOC operations.
      a. Establish contact with supported unit.
          (1) Establish communications with supported unit S-3, S-9, and others as applicable.
          (2) Establish reporting procedures and time lines.
      b. Establish contact with subordinate Civil Affairs teams (CATs).
          (1) Establish communications and procedures.
          (2) Establish reporting procedures and time lines.
      c. Provide oversight, command and control and reachback to CATs as required.
      d. Establish operational records.
          (1) Establish CA logs, journals, workbooks, situation maps and overlays.
          (2) Establish the operational database.
          (3) Begin input of information to geographical information systems.
          (4) Integrate with HN, OGA, IGO, or NGO systems as applicable.
      e. Coordinate with the IPI.
          (1) Develop rapport with the intent of furthering the CMO mission.
          (2) Note key individuals and entities.
          (3) Assess the civil component of the AO.
      f. Coordinate with IGOs and NGOs and operating in the AO.
          (1) Develop rapport with the intent of furthering the CMO mission.
          (2) Note key individuals, entities and points of contact (POCs).
          (3) Liaison as required to further the CMO mission, synchronize effort, and eliminate duplication.
      g. Coordinate with OGA operating in the AO as required.
          (1) Develop rapport with the intent of furthering the CMO mission.
          (2) Note key individuals, entities and POCs.
          (3) Liaison as required to further the CMO mission, synchronize effort, eliminate duplication and further United States goals and objective.

Evaluation Preparation: Setup: Provide the Soldier with adequate training and testing facilities, sufficient time to review the task materials, pencil, paper, and needed resource materials. If computers are used for the evaluation, ensure they have the proper software loaded.

Performance Measures	**GO**	**NO-GO**
1. Coordinated for the establishment of the CMOC.	____	____
2. Occupied the CMOC.	____	____
3. Initiated CMOC operations.	____	____

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

Required	**Related**
FM 3-05.40	
FM 3-05.401	

Analyze Civil Affairs Assessments
331-38B-3009

Conditions: As a Civil Affairs (CA) Soldier assigned to a civil-military operations center (CMOC) or civil-military operations cell of a supported unit, you are given a completed CA assessment, FM 5-0, *Army Planning and Orders Production*; FMI 5-0.1, *The Operations Process*; FM 3-05.40, *Civil Affairs Operations*; FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*; and other pertinent references and current planning documents, and computer with internet connectivity; you are tasked to analyze CA assessments in order to plan civil-military operations (CMO).

Standards: Analyze a CA assessment extracting detailed information for planning CMO in accordance with FM 3-05.401, Chapter 3.

Performance Steps

1. Review CA reference documents, orders, and command guidance.
    a. Review the area study, CMO running estimate and any preliminary assessments.
        (1) Determine the known situation based on the reference documents.
        (2) Determine a defined norm or established standard for the area of operation (AO) and regions within the AO.
        (3) Identify any known significant issues within the AO that may impact CMO within the AO.
        (4) Note any significant gaps in information concerning aspects of the AO.
    b. Review operations orders, fragmentary orders, and operational plans.
        (1) Base order.
        (2) CMO annex.
        (3) Intelligence annex.
        (4) Information operations annex.
        (5) Engineer Annex.
    c. Review the restated mission and command guidance from the mission analysis process of the military decisionmaking process (MDMP).
        (1) Determine any critical civil information requirements.
        (2) Review the specified, implied, and essential tasks as they relate to CA and CMO.
        (3) Determine the directed priority intelligence requirement, commander's critical information requirement, and friendly forces information requirement.

2. Analyze individual CA assessments by using area, structures, capabilities, organizations, people, and events (ASCOPE) to address the civil component of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC).
    a. Identify areas that are of civil significance.
        (1) Identify localities or aspects of the terrain that are not normally militarily significant but have civilian significance.
        (2) Identify localities that have the potential to affect military operations.
        (3) Identify localities that can be affected by military operations.
        (4) Identify key locations including:
            (a) Areas defined by political boundaries such as districts within a city or municipalities within a region.
            (b) Locations of government centers.
            (c) Social, political, religious or criminal enclaves.
            (d) Agricultural and mining regions.
            (e) Trade routes.
            (f) Possible sites for the temporary settlement of dislocated civilians or other civil functions.
        (5) Determine any long-term, practical or environmental consequences of affecting any identified civil area.

Performance Steps
    b. Identify structures that are of civil significance.
        (1) Identify structures that are normally considered to be traditional high-off targets or have significant roles including—
            (a) Bridges.
            (b) Communication towers.
            (c) Power plants.
            (d) Dams.
        (2) Identify cultural sites and structures that may be protected by international law or other agreements including—
            (a) Religious centers such as churches, mosques, and synagogues.
            (b) National libraries, museums, and so on.
            (c) Hospitals and health care facilities.
        (3) Identify facilities with practical applications or that could contribute to military operations including—
            (a) Jails.
            (b) Warehouses.
            (c) Schools.
            (d) Televisions and radio stations.
            (e) Print plants.
        (4) Determine how identified structures can support the mission by virtue of their location, functions, and capabilities.
        (5) Determine any possible adverse affects or consequences of using a civilian structure for military purposes.
        (6) Determine if any identified structure requires security.
    c. Identify capabilities that are of civil significance.
        (1) Identify existing indigenous capabilities of the populace to sustain itself through such functions including—
            (a) Public administration.
            (b) Public safety.
            (c) Emergency services.
            (d) Food and agriculture.
        (2) Identify capabilities with which the populace needs assistance including such as—
            (a) Public works and utilities.
            (b) Public health.
            (c) Economics and commerce.
        (3) Identify resources and services that can be contracted or taken in hostile territory to support the military mission.
            (a) Interpreters.
            (b) Laundry services.
            (c) Construction materials.
            (d) Equipment.
        (4) Determine capabilities based on the CA functional specialties.
        (5) Identify the capabilities of partner countries and organizations operating within the AO.
        (6) Consider steps to address shortfalls as well as capitalize on strengths in capabilities.
    d. Identify organizations that are of civil significance.
        (1) Identify organized groups that may or may not be affiliated with government agencies including:
            (a) Religious groups.
            (b) Fraternal organizations.
            (c) Patriotic or service organizations.
            (d) Intergovernmental organizations (IGOs) of the nongovernmental organizations (NGOs) community.
            (e) Indigenous populations and institutions (IPI).
        (2) Identify organizations that can assist the commander in influencing and informing the populace.

Performance Steps
   (3) Determine if any of the identified organizations can assist in various programs including interim-government bodies and civil defense or other activities.
   e. Identify people, both individually and collectively, that can have a positive or negative impact on military operations.
      (1) Identify civilians encountered in the AO including:
         (a) Local nationals.
         (b) HN civil authorities.
         (c) Expatriates.
         (d) Foreign employees of IGOs or NGOs.
         (e) USG and third-nation government agency representatives.
         (f) Contractors (United State [U.S.] citizens, local nationals, and third-nation citizens providing contract services).
         (g) DOD civilian employees.
         (h) The media (journalists from print, radio, and visual media).
      (2) Determine where, why and when these civilians may be encountered.
      (3) Identify the activities of civilians that might affect operations including the following:
         (a) Are the local nationals peacefully going about their daily life activities, or have their daily lives been disrupted to the point that they require outside assistance?
         (b) Are local nationals evacuating their homes for safer rear areas, clogging the main supply routes, and placing a burden on CA units' limited resources to sustain them?
         (c) Are local nationals staying put in basements and other temporary shelters?
         (d) Are local nationals supportive or nonsupportive of CA Soldiers' presence?
         (e) What resources do local nationals have that CA personnel can purchase or obtain by contract to augment logistics needs?
         (f) How much influence do elected and traditional leaders have over their constituents?
         (g) Are the leaders supportive of CA Soldiers' presence or are they inciting the local nationals against CA?
         (h) Do the leaders have viable civil defense plans and the capabilities to put them in effect?
         (i) Are the leaders seeking CA personnel's direct assistance to alleviate their plight?
         (j) Can the leaders provide useful information about CA personnel's AO?
         (k) Are the employees of NGOs conducting business as usual, or are they seeking to be evacuated?
         (l) What kind of security forces, if any, NGOs employ?
         (m) Will logistics operations of NGOs compete with CA for resources, such as port facilities; storage facilities; and air, rail, or ground transportation?
         (n) Are NGOs supportive of the presence of CA Soldiers?
         (o) What are the capabilities of NGOs, and how effective might they be in supporting the local populace during relief operations?
         (p) Do NGOs have any contractible resources or historical information that may be useful to CA personnel?
         (q) What IGOs (specifically UN agencies) are present and what are their charters?
         (r) What is the relationship between Civil Affairs operations and United Nation operations?
         (s) Can CA personnel expect very important persons in their AO?
         (t) What U.S. and third-nation government agencies are in the AO including members of the Country Team, United States Agency for International Development, and similar agencies of foreign nations involved in the operation, and how do their operations relate to CA?
         (u) What useful information might U.S. and third-nation government agencies have?
         (v) Do CA units need to furnish liaison officers (LNOs) to U.S. and third-nation government agencies?
         (w) What contractors, including U.S. citizens, local nationals, and third nation citizens providing contract services, are present and what support activities are they providing?

Performance Steps

           (x) Do contractors need resources from CA, such as security, subsistence, or real estate?
           (y) How many Department of Defense (DOD) civilians are in the AO?
           (z) What roles do DOD civilians play in the organization?
          (aa) Are the media self-sufficient or do they require support, such as transportation and security?
          (ab) Can CA personnel expect the media coverage of military activities to help or hinder the overall mission?
          (ac) What aspects of the area are the media focused on?
     (4) Identify operations that affect civilian activities of the AO and impact the following areas:
        (a) Political.
        (b) Economic.
        (c) Psychological.
        (d) Environmental.
        (e) Legal.
  f. Identify events that are of civil significance.
     (1) Identify civilian events that can affect the military mission including:
        (a) Planting and harvest seasons.
        (b) Elections.
        (c) Riots.
        (d) Evacuations (both voluntary and involuntary).
     (2) Identify military events that can affect the civilian including:
        (a) Combat operations.
        (b) Deployments.
        (c) Redeployments.
        (d) Paydays.
  g. Consolidate significant activities and information, changes and updates.
     (1) Compare information to previous assessments.
     (2) Compare current conditions to norm.
     (3) Identify near-term concerns or challenges to military operations.
     (4) Identify changes in the situation or conditions.
     (5) Identify any issues that have potential to impact operations or the MDMP.

3. Analyze CA assessments collectively.
  a. Identify any significant trends or overall changes in civilian aspects of the AO.
     (1) Political.
     (2) Economic.
     (3) Psychological.
     (4) Environmental.
     (5) Legal.
  b. Compare current conditions to norm.
  c. Evaluate measures of effectiveness as to current versus desired effects of CMO operations.
  d. Determine if current operations should continue as planned or modifications made.
  e. Determine the status of near-term and long-term objectives.
  f. Identify any issues that have potential to impact operations or the MDMP.
  g. Evaluate competing or supporting situations or condition in the AO.
  h. Determine if conditions support the commander's intent and operational focus.
  i. Identify competing or supporting operations conducted by U.S., allied or coalition forces, IPI, IGOs, NGOs, or OGAs.

4. Record and integrate the information from the evaluated assessment in the proper report formats, logs and operational database per the unit standing operating procedures (SOP).
  a. Update records as needed to reflect the current and valid situation.
     (1) Log books.
     (2) Operational databases.

Performance Steps

          (3) CA workbook.
          (4) CMO estimate.
          (5) Area study.
          (6) Maps and overlays.
          (7) Others as required.
    b. Complete required reports per unit SOP.
    c. Forward reports to appropriate recipients including the brigade-level CMOC.
    d. Coordinate with the commander and staff as required in order to ensure information dissemination and incorporate the updated information in the planning cycle, common operational picture, and effects evaluation.
    e. Coordinate information with IPI, IGOs, and NGOs as required and as operations security permits.
    f. Maintain the information, logs, and database for historical reference and transition as required.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Reviewed CA reference documents, orders, and command guidance.	——	——
2. Analyzed CA assessments by using ASCOPE to address the civilian component of METT-TC.	——	——
3. Analyzed the initial and deliberate CA assessments collectively.	——	——
4. Recorded and integrated the information from the evaluated assessment in the proper report formats, logs, and operational database per the unit SOP.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

Required	**Related**
FM 3-05.40	
FM 3-05.401	
FM 5-0	
FMI 5-0.1	
GTA 41-01-001	

Conduct Populace and Resources Control
331-38B-3011

Conditions: As the Civil Affairs (CA) team sergeant on a CA team in a specific area of operations (AO), you are tasked to conduct populace and resources control (PRC) operations in support of a specific mission. You are given FM 3-05.40, *Civil Affairs Operations*; FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*; an area study, the operation order (OPORD), the civil-military operations (CMO) running estimate, area assessments, situation reports (SITREPs), all organic equipment and other references as required are available. You have also been provided with the rules of engagement (ROE) and rules of interaction (ROI).

Standards: Evaluate existing PRC programs, advise the commander and staff on appropriate PRC measure and recommend guidance on implementation, publicize control measures among the indigenous populations and institutions (IPI), assist in establishing and evaluating measures of effectiveness (MOEs) and measures of performance (MOPs), assist in executing selected PRC measures as needed or directed, assist in the arbitration of problems arising from the implementation of PRC measures in accordance with the commander's guidance and FM 3-05.401. You observed all ROE and ROI.

Performance Steps

1. Evaluate existing PRC programs as part of initial and deliberate assessments.
    a. Extract relative information from the following reference materials and reports—
        (1) Area study.
        (2) Civil-military operations (CMO) estimate.
        (3) Area assessments.
        (4) SITREPs.
    b. Coordinate directly with IPI officials and authorities regarding PRC programs.
        (1) Verify the existence of host nation (HN), IGO, nongovernmental organizations (NGOs), and other government agencies (OGAs) PRC programs.
        (2) Determine the scope and capabilities of these programs.
        (3) Identify any shortfalls of existing programs.
        (4) Determine other PRC programs that the IPI anticipate a need for.
        (5) Determine programs the IPI's ability to implement additional PRC programs.
        (6) Identify any intergovernmental organizations (IGOs) or NGOs support to HN PRC programs.
        (7) Question the IGOs and NGOs officials regarding all PRC programs.
            (a) Effectiveness.
            (b) Anticipated needs.
            (c) HN programs.
            (d) Legalities and human rights.
            (e) Other pertinent issues.
    c. Coordinate assessment of PRC programs as required.
        (1) Identify the scope and purpose of PRC programs.
        (2) Identify the effectiveness of PRC programs.
        (3) Identify the shortfalls of PRC programs.
    d. Analyze the information regarding existing PRC programs.
        (1) Consolidate and organize the collected data.
        (2) Determine the following for each existing PRC program:
            (a) Purpose.
            (b) Scope.
            (c) Effectiveness.
            (d) Shortfalls.
            (e) Legitimacy.
            (f) Anticipated duration and requirements.

Performance Steps

          (3) Determine the combined effect of all existing PRC programs:
              (a) The overall purpose of the programs.
              (b) The overall scope of the programs.
              (c) The overall effectiveness.
              (d) If the programs are coordinated and synchronized.
              (e) Gaps in coverage within the AO.
              (f) Anticipated duration and requirements.
              (g) Any immediate needs or emergencies that may constitute a legal or moral obligation to provide assistance.
          (4) Update the CMO estimate.

2. Advise the commander and staff on PRC measures that would effectively support the commander's objectives.
    a. Develop courses of action (COAs) that support the mission and commander's intent by incorporating CMO and PRC.
       (1) Analyze relative combat power.
          (a) Determine the friendly capabilities that can contribute to the CMO mission.
          (b) Determine the capabilities of the IPI, IGOs, and NGOs that can be used to support the CMO and PRC aspects of the mission.
          (c) Determine the availability of resources.
          (d) Determine additional resources that may be required to execute CMO and PRC.
          (e) Determine the types of CMO and PRC operations that are feasible.
       (2) Generate options (COAs) regarding the use of CMO and PRC.
          (a) Develop CMO criteria of success and evaluation criteria (MOEs and MOPs) for analyzing and comparing COAs.
          (b) Develop potential COAs that support the decisive mission, the shaping operations, CMO objectives and utilize specific PRC measures.
          (c) Assess the strengths and vulnerabilities of each COA.
       (3) Recommend to the commander and staff specific COAs and PRC measures that will contribute to the mission.

3. Recommend guidance on how to implement PRC measures.
    a. Assist in the development of the OPORD, fragmentary order (FRAGORD), CMO annex, or command guidance on the implementation of PRC.
       (1) Coordinate with the commander and staff to determine how the PRC measures should be implemented.
          (a) Determine if the PRC measure should be implemented simultaneously or sequentially with any decisive operations if applicable.
          (b) Determine the purpose and scope of the PRC measures that will be conducted.
          (c) Determine the availability of forces and support that will be utilized to conduct the PRC measures.
          (d) Determine the necessary coordination required between United States (U.S.) and friendly forces, IPI, IGOs, and NGOs to ensure unity of effort.
          (e) Advise the commander and staff on the roles and responsibilities of the U.S. military, IPI, IGOs, and NGOs concerning PRC implementation.
          (f) Recommend control measures, operational restrictions, and legal restrictions concerning the implementation of PRC.
          (g) Determine the measures of success for specific PRC measures that will be implemented.
          (h) Develop a time line to include the estimated requirement and duration of PRC operations.
          (i) Develop goals concerning the transition of PRC operations to IPI, IGOs, NGOs, or OGAs as well as termination of PRC operations if applicable.
    b. Recommend specific PRC implementation guidance for each of the PRC measures being planned for implementation.

Performance Steps

    c. Provide input as requested to the commander and staff on CMO and PRC.
       (1) Continually review the situation concerning CMO and PRC.
       (2) Update the staff and commander as required.

4. Publicize control measures among the IPI.
    a. Coordinate with information operations (IO), public affairs officer (PAO), and Psychological Operations (PSYOP) to develop a synchronized plan for disseminating information regarding the PRC measures.
       (1) Coordinate with IO to synchronize the message among all elements.
          (a) Develop talking points to address the conduct and control measures of the PRC operations.
          (b) Provide cultural guidance as required.
          (c) Assist in the development of a synchronization matrix.
          (d) Provide guidance as it relates to available communication infrastructure, literacy levels, and appropriate media.
          (e) Develop a plan to inform and involve key IPI officials, as well as key officials of the IGOs, NGOs, and OGAs.
       (2) Coordinate with the PAO to plan and develop the PAO message and public information regarding PRC measures within the AO.
          (a) Provide guidance to the PAO concerning specific PRC measure concepts.
          (b) Provide guidance on the concept of operations and control measures that need to be publicized.
          (c) Provide cultural guidance as required.
          (d) Continually update the PAO with information concerning the conduct of PRC operations, "news worthy" success stories and changes as required.
       (3) Coordinate with PSYOP as required:
          (a) Coordinate for product production to ensure that products are nested within the framework of the PRC concept of operations.
          (b) Coordinate in order to selectively target key groups, individuals and areas as it relates to the PRC concept of operations.
          (c) Coordinate for expertise in influencing and informing the local populace concerning the PRC measures and operation.
          (d) Provide cultural guidance as required.
          (e) Coordinate a synchronized dissemination plan.
    b. Coordinate with key officials of the IPI, IGOs, NGOs, and OGAs concerning the PRC measures and dissemination to the local populace.
       (1) Inform key officials of the IPI, IGOs, NGOs, and OGAs of the PRC measures that will be implemented and the concept of operations.
       (2) Coordinate with IPI, IGOs, NGOs, and OGAs officials concerning the best means of information dissemination to the local populace.
       (3) Involve key IPI officials in media releases and product production designed to inform the local populace on the implementation of PRC measures.

5. Assist in establishing MOEs and MOPs to evaluate the PRC operations.
    a. Assist the commander and staff in developing or adjusting MOEs and MOPs that will be used to gauge the effectiveness of the PRC operations.
    b. Ensure that the MOEs and MOPs are:
       (1) Appropriate.
       (2) Mission related.
       (3) Measurable.
       (4) Numerically reasonable.
       (5) Sensitive.
       (6) Useful.

Performance Steps

      c. Coordinate with IPI, IGOs, NGOs, and OGAs in order to develop MOEs and MOPs that support mutual goals and objectives towards the national strategy.
          (1) Utilize emergency indicators of other organizations as appropriate.
          (2) Coordinate the following for each MOE:
             (a) Who will observe the MOE.
             (b) When will the MOE be observed.
             (c) How will the MOE be observed.
             (d) Where will the observations be made.
             (e) Who will approve and validate achievement of the MOE.
             (f) What actions will be taken when the MOE is achieved.
      d. Recommend changes to the MOEs or MOPs as required due to situational changes.

  6. Assist in assessing MOEs and MOPs.
      a. Assist in observing and reporting changes within the area of responsibility that influence the MOEs and MOPs.
      b. Assist in planning and conducting assessments to gather MOEs and MOPs data.
      c. Assist in the validation of the MOEs and MOPs.
      d. Assisting in developing and maintaining a trend analysis spreadsheets, charts, and situation maps.
      e. Assist in analyzing the MOE and MOP data.
      f. Assist in developing CA and CMO briefings, after action reviews, and new mission requirements.

  7. Assist in the executing selected PRC operations as needed or directed.
      a. Determine where available CA assets can best be utilized.
      b. Assist in planning CA missions that support PRC operations as required.
          (1) Incorporate recommendations involving the usage of CA assets and taskings into the supported unit's military decisionmaking process cycle.
          (2) Assist in writing OPORDs, CMO annex, and FRAGORDs as required.
          (3) Continually monitor the situation within the AO and recommend adjustments concerning the implementation of PRC measures.
      c. Execute specific PRC operations as required, tasked or directed.

  8. Assist in the arbitration of problems arising from implementation of PRC measures.
      a. Coordinate with IPI, IGOs, NGOs, and OGAs to resolve the problems and work toward mutually supporting goals.
          (1) Conduct interagency coordination to work through the issues.
          (2) Conduct mediation and negotiation as required.
          (3) Conduct arbitration as required.
          (4) Facilitate the development of programs designed to inform and influence the local populace.
      b. Inform the local populace of decisions and changes related to the conduct of PRC operations.
          (1) Coordinate with IO, PAO, and PSYOP to develop a synchronized plan for disseminating information regarding the PRC measures, problems, and decisions.
             (a) Coordinate with IO to synchronize the message among all elements.
             (b) Coordinate with the PAO in order to plan and develop the PAO message.
             (c) Coordinate with PSYOP as required.
          (2) Coordinate with key officials of the IPI, IGOs, NGOs, and OGAs to concerning the best means of information dissemination to the local populace and address the problem.
          (3) Involve key IPI officials in media releases and product production designed to inform the local populace and address the problem issues.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials

Performance Measures	**GO**	**NO-GO**
1. Evaluated existing PRC programs as part of initial and deliberate assessments.	——	——
2. Advised the commander and staff on PRC measures that would effectively support the commander's objectives	——	——
3. Recommended command guidance on how to implement PRC measures	——	——
4. Publicized control measures among the IPI.	——	——
5. Assisted in establishing MOEs and MOPs to evaluate the PRC operations.	——	——
6. Assisted in assessing MOEs and MOPs.	——	——
7. Assisted in executing selected PRC operations as needed or directed.	——	——
8. Assisted in the arbitration of problems arising from implementation of PRC measures.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

Required	**Related**
FM 3-05.401	
FM 5-0	
GTA 41-01-001	

Conduct Foreign Humanitarian Assistance Operations
331-38B-3013

Conditions: As a Civil Affairs (CA) Soldier assigned to a Civil Affairs team deployed to an area of operation (AO), you are tasked to assist in the conduct of foreign humanitarian assistance (FHA) operations, in support of a specific operations order. All required references and equipment are available.

Standards: Conduct FHA operations in accordance with mission requirements and FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*.

Performance Steps

1. Assist in conducting an area assessment.
   a. Identify indigenous populations and institutions (IPI), intergovernmental organizations (IGOs), nongovernmental organizations (NGOs), other government agencies (OGAs), and host nation (HN) governmental and private organizations working in the AO.
   b. Identify current operations of each organization working in the AO.
       (1) Identify the capabilities of the organizations.
       (2) Identify the limitations of the organizations.
   c. Determine shortfalls in existing project capabilities for furthering the mission objectives.
   d. Identify actual or potential conflicts in regard to current or future mission objectives.
   e. Identify the type of operation required to meet mission objectives.
    f. Determine the requirements for functional specialists in the AO.
   g. Determine gathering areas for IPI and route congestions that may impede mission objectives.
   h. Identify civil vulnerabilities and threats to civil society.

2. Assist in establishing liaison with Department of State (DOS), Country Team, IPI, IGOs, NGOs, and HN's governmental and public organizations.

3. Assist in establishing liaison with Psychological Operations, information operations, and public affairs office personnel for public information support.

4. Assist in developing a nomination list of projects that support achieving the commander's desired effects and United States Government foreign policy objectives.

5. Assist in determining the feasibility of each project/project on the nomination list.
   a. Determine the ability of the HN to support the project in the absence of United States (U.S.)/coalition presence.
   b. Compare the cost effectiveness of each project in terms of benefit in achieving U.S. mission objectives and the benefit to the HN.
   c. Determine the ability of the project to achieve mission objectives.

6. Assist in choosing a project for implementation based on the outcome of the feasibility study.

7. Assist in developing courses of action (COAs), and choosing a COA to satisfy mission objectives in accordance with U.S. Country Team and DOS guidance.
   a. Develop a time line or milestones for project implementation.
   b. Identify labor requirements (military and civilian).
   c. Identify specific materiel requirements.
   d. Determine transportation requirements for resources and/or personnel.
   e. Identify space allocation requirements.
    f. Identify appropriate operational funding for the project.
   g. Develop measures of effectiveness (MOEs).
   h. Develop measures of performance (MOPs).
    i. Develop a transition plan.

8. Assist in obtaining approval of the project in accordance with standing operating procedure and in accordance with U.S. Country Team and DOS guidance.

Performance Steps

    9. Assist in evaluating the operation based on established MOE/MOP.

  10. Assist in transitioning the project in accordance with published command guidance.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials

Performance Measures	**GO**	**NO-GO**
1. Assisted in conducting an area assessment.	——	——
2. Assisted in establishing liaison with other organizations.	——	——
3. Assisted in developing a nomination list of projects.	——	——
4. Assisted in determining the feasibility of each project.	——	——
5. Assisted in choosing a project for implementation.	——	——
6. Assisted in developing COAs and choosing a COA to satisfy the mission objectives.	——	——
7. Assisted in obtaining project approval.	——	——
8. Assisted in evaluating the operation based on established MOEs/MOPs.	——	——
9. Entered essential data in daily journal.	——	——
10. Assisted with transition operations.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

    Required   **Related**
    FM 3-05.401
    FMI 5-0.1
    ISBN 0-16-072925-4

Coordinate the Storage, Security, and Movement of Supplies from Other Organizations
331-38B-3015

Conditions: As a Civil Affairs (CA) team sergeant with a mission to coordinate the storage, security, and movement of supplies with other government agencies (OGAs), intergovernmental organizations (IGOs), and nongovernmental organizations (NGOs). A list of resources by source and contact information for each organization, a civil-military operations (CMO) estimate, a laptop computer with word processing software, and all required references are available.

Standards: Coordinate for the storage, security, and movement of supplies from multiple sources in support of CMO in accordance with mission requirements.

Performance Steps

1. Review the mission regarding the storage, security, and movement of supplies in support of CMO.
    a. Review the commander's intent with IGOs, NGOs, and OGAs regarding the storage, security, and movement of supplies.
    b. Analyze courses of action (COA) for guidance on procedures regarding acquisition and logistical issues.

2. Coordinate supply operations.
    a. Identify specific IGOs, NGOs, and OGAs on the list of resources that have supplies that will support the mission.
    b. Verify that use of IGO's, NGO's, and OGA's supplies for the mission is legal.
        (1) Read United States Code Title 10, Section 402, *Transportation of Humanitarian Relief Supplies to Foreign Countries*, for specific guidance.
        (2) Consult with staff judge advocate (SJA) officer on site.
    c. Submit a request for Information up the chain of command for a higher echelon SJA review if a Judge Advocate General officer is not on site.
    d. Write a security plan.
        (1) Identify infrastructure assets critical to the plan.
        (2) Apply risk management principles to transportation, handling, storage, and each critical asset in order to determine the proper course of action (COA) for enhancing asset security.
    e. Coordinate with IGO, NGO, and OGA points of contact to obtain supplies.
        (1) Explain the mission without compromising operation security.
            (a) Explain that IGO, NGO, and OGA support of the mission is legal.
            (b) Explain how the mission will support the indigenous populations and institutions (IPI).
            (c) Explain the benefits of the mission
        (2) Provide a list of needed supplies.
        (3) Verify that the IGO, NGO, or OGA has the needed supplies in stock and will support the mission.
        (4) Coordinate transportation and handling of supplies.
            (a) Explain the risk management analysis for transportation.
            (b) Determine the best COA for transportation.

3. Integrate the security plan and the selected COA for handling, storage, securing and movement of supplies into a five paragraph fragmentary order (FRAGORD).
    a. Write the situation paragraph.
    b. Write the mission paragraph.
    c. Write the execution paragraph.
    d. Write the service support paragraph.
    e. Write the command and signal paragraph.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, laptop computer with software pencil, paper, and needed resource materials

Performance Measures	GO	NO-GO
1. Reviewed the mission regarding the storage, security, and movement of supplies in support of CMO.	——	——
2. Coordinated supply operations.	——	——
3. Integrated the security plan.	——	——
4. Selected COA for handling, storage, securing and movement of supplies into a five paragraph FRAGORD.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

Required	Related
FM 3-05.401	FM 3-05.40
FM 5-0	
JP 4-0	
TITLE 10, USC, SEC. 402	

Conduct Negotiations
331-38B-3022

Conditions: As a Civil Affairs (CA) Soldier assigned to a CA team, you are tasked to conduct negotiations in order to reach an agreement with another party and meet the commander's intent as well as further United States (U.S.) objectives. You have available FM 3-05-401, *Civil Affairs Tactics, Techniques, and Procedures*, and other relevant references.

Standards: Conduct the situation research, prepare for negotiations by identifying the appropriate tactics and techniques used in the negotiating agreements. Conduct negotiations by using relationship based negotiation, and then formalize the agreement.

Performance Steps

1. Identify the techniques in reaching agreements.
    a. Identify the four standard criteria of a successfully negotiated agreement:
        (1) Fairness–implies that all or both sides are treated alike without reference to the feelings or interest of the negotiator.
        (2) Efficiency–refers to producing a desired outcome with a minimum of effort, expense, or waste.
        (3) Wisdom–pertains to judging rightly and following the soundest course of action (COA).
        (4) Durability–refers to the stability of the agreement or the ability of the agreement to last.
    b. Identify essential competencies in reaching agreements.
        (1) Conflict style management.
        (2) Dynamics of conflict.
        (3) Verbal communication skills.
        (4) Cultural awareness.
    c. Identify essential qualities in reaching agreements.
        (1) Be tolerant.
        (2) Be patient.
        (3) Take charge.
        (4) Be prepared.
        (5) Expect change.
        (6) Be innovative.
        (7) Be flexible.
        (8) Be resourceful.
        (9) See the mission through.

2. Identify techniques and tactics used in negotiation.
    a. Determine if the situation calls for negotiation.
        (1) Determine if there are advantages to conducting negotiations compared to other COAs.
        (2) Determine if you are comfortable negotiating the issue in the particular situation.
        (3) Determine if negotiations can further the U.S. objectives.
        (4) Determine if the expenditure of energy, time, and resources are worth the benefits that can be achieved through negotiation.
    b. Identify obstacles to conducting negotiations.
        (1) Foreign culture.
        (2) Different language.
        (3) Understand the operational environment including cultural, political, religious, and social factors that may affect the issues.
    c. Identify the best alternative to negotiated agreement (BATNA) prior to entering into negotiations.
        (1) Identify cultural, political, religious and other subjective criteria concerning the issue that affect the BATNA.
            (a) Identify other considerations, factors and sources of pressure that must be considered from the U.S. perspective.

Performance Steps

     (b) Identify other considerations, factors and sources of pressure that may affect the other party's decisionmaking process.
   (2) Identify other COA's other than negotiation that may be employed including the use of force.
   (3) Analyze and determine the best COA other than negotiation.
  d. Determine the zone of possible agreement (ZOPA).
   (1) Determine the BATNA of the other party, group or entity.
   (2) Determine the ZOPA.
     (a) Identify any aspects of the issue that both sides can easily agree upon.
     (b) Identify aspects of the issues that will most likely be a point of contention.
  e. Work to create value through the negotiation process.
   (1) Determine what perceptions, values, beliefs, etc. are behind the other party's position.
   (2) Determine the interest behind the positions.
   (3) Create value through relationship-based efforts.
  f. Identify the issues concerning the structure of negotiations and the tensions of that structure.
   (1) Identify the negotiating team.
   (2) Identify the roles of individuals.
   (3) Identify objectives.
  g. Be prepared for hard bargaining techniques.
   (1) Know your BATNA.
   (2) Do not be intimidated into accepting a bad deal.
  h. Don't lose the "war" fighting to win one "battle."
   (1) Identify the benefits of relationship-based negotiations.
   (2) Identify the need to keep the natural competitive spirit and desire for winning in check.
  i. Identify tactics used in the negotiation process.
   (1) Crossroads.
     (a) Provide options and alternatives.
     (b) Be flexible.
     (c) Satisfy needs.
   (2) Surprise.
     (a) Shift methods and approach suddenly.
     (b) Introduce new information.
     (c) Put the ball in their court.
   (3) Fait accompli.
     (a) Take action in advance.
     (b) Present as accomplished fact.
     (c) Is irreversible.
   (4) Association.
     (a) Present the issue in the best light.
     (b) Use positive images.
     (c) Cite examples of success.
   (5) Salami.
     (a) Resist the temptation to go for broke.
     (b) Break large requests into more manageable pieces.
     (c) Prevent perception of overload.
   (6) Participation.
     (a) Lay the groundwork first.
     (b) Appeal to the self-interest of others.
     (c) Enlist aid of influential others.
   (7) Changing levels.
     (a) Change viewpoint.
     (b) Change physical attitude.
     (c) Be prepared to show benefits at every level.

Performance Steps

3. Establish the objectives of the negotiation session.
   a. Determine the purpose of the negotiations.
   b. Determine the expected outcome.
   c. Determine the implications of the meeting on ongoing operations and objectives.
      (1) Conduct situation research.
      (2) Determine resources that can be exploited.
      (3) Determine requirements of the local populace that can be leveraged.
      (4) Determine the local slant on the situation.
      (5) Identify as must as possible about the parties directly and indirectly involved.
   d. Determine the needs of the participants.
   e. Determine language requirements.
      (1) Determine the number of required translators.
      (2) Use vetted translators who have been checked for accuracy.
      (3) Be mindful of the translator's personal bias filter.
      (4) Identify required translator skill set and technical knowledge.
      (5) Brief translators.

4. Establish the schedule and location for the negotiation session.
   a. Coordinate participant schedules.
   b. Determine optimum timing.
   c. Determine the location.
      (1) Determine the security requirements.
      (2) Coordinate for route clearance.
      (3) Consider site neutrality.

5. Plan and prepare the facility.
   a. Invite the attendees.
   b. Determine size and shape of the negotiating table if applicable.
   c. Determine seating arrangements.
   d. Provide required resources and audiovisual aids if applicable.
   e. Consider local ceremonial customs and cultural idiosyncrasies.

6. Establish the rules.
   a. Determine who will attend.
   b. Set the agenda.
   c. Sequence presentations.
   d. Stick to the issues.

7. Conduct the meeting utilizing relationship based negotiation techniques and tactics.
   a. Welcome participants and allow for introductions.
   b. Orient the participants to the layout of meeting area.
   c. Provide an overview of the meetings purpose and objective.
   d. Publish clear and concise ground rules for behavior.
      (1) Respect for other people.
      (2) Confidentiality.
      (3) Responsibility.
      (4) Physical comfort.
      (5) Decision making.
   e. Propose and formalize the agenda.
   f. Pay particular attention to satisfying the needs of the participants.
   g. Designate an individual as the official recorder if necessary.
   h. Monitor the composition and skills of the attendees.
   i. Provide the opportunity for people to be creative and spontaneous.
      (1) Encourage participation.
      (2) Ask direct questions.

Performance Steps

> j. Attempt to reach an agreement based on the ZOPA.
>> (1) Utilize negotiation tactics and techniques as the situation dictates.
>> (2) Utilize techniques used in reaching agreements as the situation dictates.
> k. Consider the BATNA if the ZOPA cannot be reached.
> l. Keep combat power at the ready and bring it to bear if the situation warrants it.

8. Conclude the meeting and formalize agreements.
> a. Summarize the decisions to ensure understanding and compliance.
> b. Give recognition and appreciation for progress.
> c. Place unfinished business on future agenda.
> d. Provide a translated written report of the meeting to all participants if appropriate.
>> (1) List of attendees.
>> (2) Copy of agenda.
>> (3) Synopsis of all issues and discussions covered during the meeting, decisions made, agreements drafted, topics tabled for future meetings and further action to be taken.
>> (4) Dates and subjects of future meetings.
> e. Formalize agreements.
>> (1) Produce and sign written agreements if applicable.
>> (2) Translate agreements if applicable.
> f. Follow up on outstanding issues or actions as appropriate.
> g. Report results of meeting to chain of command.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials

Performance Measures	**GO**	**NO-GO**
1. Identified techniques in reaching agreements.	——	——
2. Identified techniques and tactics used in negotiation.	——	——
3. Established the objectives of the negotiation session.	——	——
4. Established the schedule and location for the negotiation session.	——	——
5. Planned and prepared the facility.	——	——
6. Established the rules.	——	——
7. Conducted the meeting utilizing relationship based negotiation techniques and tactics.	——	——
8. Concluded the meeting and formalized agreements.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

Required	Related
FM 3-05.401	
GTA 41-01-001	

Manage Interpreters During Civil Affairs Operations
331-38B-3030

Conditions: As a Civil Affairs (CA) Soldier assigned to a Civil Affairs team deployed to an area of operations (AO) where English is not the spoken language, you are tasked to manage interpreters during Civil Affairs operation (CAO). You have available FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*, a CMO running estimate, a CMO annex to an operations order, and vetted interpreters.

Standards: Manage interpreters during CAO, ensure the interpreters are qualified, prepared, and aware of their roles during your mission.

Performance Steps

1. Ensure that the interpreter is qualified for the mission.
   a. Qualify the interpreter as a native speaker by—
      (1) Verifying that their manner of speech is compatible with the target audience.
      (2) Verifying that their background is compatible with the target audience.
      (3) Verifying that their mannerisms are compatible with the target audience.
   b. Ensure that the interpreter's social status is appropriate by—
      (1) Verifying that the interpreter's gender, ethnic, and religious status does not conflict with the target audience.
      (2) Ensuring that the interpreter's credibility is not compromised by local prejudice.
      (3) Verifying the interpreter's local background and reputation if possible.
   c. Ensure that the interpreter speaks fluent English by—
      (1) Engaging the interpreter in an informal conversation to establish rapport and verify understanding of the English language.
      (2) Verifying understanding by asking the interpreter to paraphrase the conversation.
   d. Ensure that the interpreter has sufficient mental agility. Verify that the interpreter is quick, alert, and responsive to changing conditions and situations.
   e. Verify that the interpreter is able to grasp complex concepts and discuss them without confusion in a reasonably logical sequence.
   f. Ensure that the interpreter has sufficient technical ability by—
      (1) Verifying that the interpreter understands technical terminology that is specific to the CMO project.
      (2) Evaluating the interpreter's note taking ability for consecutive interpreting.
   g. Ensure that the interpreter is reliable by—
      (1) Ensuring that the interpreter understands the United States (U.S.) military's preoccupation with promptness.
      (2) Evaluate the interpreter's loyalty by—
         (a) Assuming that a local national's first loyalty is to the host nation (HN) or subgroup and not to the U.S. military.
         (b) Identifying any hidden agenda or ulterior motives related to a personal or political agenda.
         (c) Observing the interpreter's actions at all times, being diligent for any signs of conflict in loyalty to the mission.
         (d) Notifying the commander, intelligence section, or security manager if any motives are suspected or detected.
   h. Evaluate the interpreter's experience by—
      (1) Determining if the interpreter's level of experience can benefit or hinder the mission.
      (2) Determining if the target audience will trust and respect the interpreter's experience.

2. Train the interpreter for a CAO mission without compromising security.
   a. Provide the interpreter with an orientation briefing.
      (1) Explain the current tactical situation.
      (2) Provide background information on the target audience.

Performance Steps

        (3) Identify physical arrangements of the site, if applicable.
    b. Provide the interpreter with performance expectations.
        (1) Describe the different methods of interpretation.
            (a) Simultaneous interpreting: the interpreter listens and translates at the same time.
            (b) Consecutive interpreting: the interpreter listens to the entire phase, sentence, or paragraph, and then translates during natural pauses.
        (2) Explain the conduct of the interview or meeting.
        (3) Explain the need for the interpreter to avoid injecting their own personality, ideas or questions into the translation.
        (4) Explain the need for the interpreter to identify inconsistencies in language used by the interviewee.
        (5) Explain the need for the interpreter to assist in after action reports or assessments.
        (6) Instruct the interpreter to request clarification if there is a lack of understanding.
        (7) Ensure that communication with the interpreter is not hindered by speech characteristics.
            (a) Accent.
            (b) Rate of speech.
            (c) Vocabulary.
            (d) Sentence structure.
        (8) Rehearse a meeting to instill a sense of teamwork.
        (9) Develop signals to indicate the need for a break.

  3. Plan the meeting.
    a. Determine the purpose of the meeting.
    b. Make a list of the desired attendees.
    c. Select an appropriate location.
        (1) Determine the security requirements.
            (a) Routes to and from meeting location.
            (b) Need to limit access before and during the meeting.
            (c) Support and personnel requirements.
         (2) Consider site neutrality.
        (3) Consider a site equidistant from the parties.
    d. Instruct the interpreter to invite the attendees and confirm their attendance.
    e. Be aware of cultural idiosyncrasies such as exchanging gifts, or "small talk."
    f. Control the environment.
        (1) Ensure that adequate security measures have been taken prior to the meeting.
        (2) Develop multiple exit strategies.

  4. Execute the meeting.
    a. Ensure the security for the meeting is coordinated as required.
        (1) Confirm that all attendees are authorized to be at the meeting.
        (2) Ensure that access during the meeting is restricted as required.
    b. Set the agenda for the participants.
        (1) Welcome all participants and allow for introductions.
        (2) Orient the participants to the layout of the meeting area, including locations of break rooms, rest rooms and administrative support.
        (3) Provide an overview of the purpose of the meeting and meeting objectives, relevant background information, time allotted for the meeting, and the expected outcome of the meeting.
        (4) State clear and concise ground rules for behavior.
        (5) Formalize an agenda that is agreeable to all parties.
        (6) Designate an individual to perform as the official recorder and note taker.
        (7) Encourage participation from every attendee, and welcome creative and spontaneous ideas.
        (8) If necessary, break large groups into smaller working groups.

Performance Steps

    (9) Inform participants that the last few minutes of the meeting will be used for reviewing decisions, and setting an agenda for future meetings if necessary.

  c. Communicate with participants with the aid of an interpreter.

    (1) Position the interpreter beside, and slightly behind the Soldier so that the Soldier can maintain direct eye contact with the target audience.

    (2) Look at, and talk directly to the subject or audience, not the interpreter.

    (3) Speak slowly and clearly.

    (4) Project enthusiasm and employ gestures, movements, and voice inflections that would normally be used before an English-speaking group.

    (5) Periodically check the interpreter's accuracy, consistency, and clarity.

    (6) Check with the audience whenever misunderstandings are suspected and clarify immediately.

    (7) Make the interpreter feel like a valuable member of the team. Give the interpreter recognition commensurate with the importance of his contribution.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials

Performance Measures	**GO**	**NO-GO**
1. Ensured that the interpreter was qualified for the mission.	——	——
2. Trained the interpreter for a CAO mission without compromising security.	——	——
3. Planned the meeting.	——	——
4. Executed the meeting.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
  Required   **Related**
  CALL HANDBOOK 04-7
  FM 3-05.401
  GTA 41-01-001

Conduct Mediation
331-38B-3031

Conditions: As a Civil Affairs (CA) Soldier assigned to a Civil Affairs team, you are tasked to conduct mediation to facilitate an agreement between two conflicting parties in order to meet the commander's intent and further United States (U.S.) objectives. All required references, including FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*, and all organic equipment is available.

Standards: Conduct the situation research, prepare for the mediation by identifying the tactics and techniques used in reaching agreements. Conduct mediation, formalize, implement, and monitor agreements. Continue the mediation process until an agreement is reached.

Performance Steps

1. Identify techniques and tactics used in reaching agreements.
   a. Identify the four standard criteria of a successfully negotiated agreement.
      (1) Fairness–implies that all or both sides are treated alike without reference to the feelings or interest of the negotiator.
      (2) Efficiency–refers to producing a desired outcome with a minimum of effort, expense or waste.
      (3) Wisdom–pertains to judging rightly and following the soundest course of action (COA).
      (4) Durability–refers to the stability of the agreement or the ability of the agreement to last.
   b. Identify essential competencies in reaching agreements.
      (1) Conflict style management.
      (2) Dynamics of conflict.
      (3) Verbal communication skills.
      (4) Cultural awareness.
   c. Identify essential qualities used in reaching agreements.
      (1) Be tolerant.
      (2) Be patient.
      (3) Take charge.
      (4) Be prepared.
      (5) Expect change.
      (6) Be innovative.
      (7) Be flexible.
      (8) Be resourceful.
      (9) See the mission through.
   d. Identify tactics that may be employed in reaching agreements.
      (1) Aggression–instrumental aggression, not angry aggression or rage, should be employed sparingly but forcefully.
      (2) Conciliation–pacifies an opponent through the use of an apology, admitting wrong or by the display of appeasement signals or submissive gestures.
      (3) Enthusiasm–fosters participation by maintaining a positive attitude and making other participants feel that their ideas count.
      (4) Interrogation–making pointed and direct questions with the context of the meeting.
      (5) Patience–allows one to hear all of the arguments, assess the situation and trends, formulate arguments and identify moments when it is most appropriate to act.
      (6) Sulking–can be used to elicit sympathy and sway others, but should be used sparingly.
      (7) Withdrawal–a last resort tactic that is used to shock the other participants and cause them to reconsider.

2. Establish the schedule and location for the mediation session.
   a. Make a list of desired attendees.
      (1) Identify individual ranks, status, and protocol requirements.
      (2) Identify potential agenda items among the attendees that may surface.
   b. Coordinate participant schedules.

Performance Steps
    c. Determine optimum timing.
    d. Determine the physical location.
        (1) Determine the security requirements.
            (a) Routes to and from meeting location.
            (b) Need to limit access before and during meeting.
            (c) Support and personnel requirements.
        (2) Consider site neutrality.
        (3) Consider a site equidistant for the parties.
    e. Determine individual and group requirements.
    f. Appropriate shelter and accommodations if required.
    g. Food and water requirements.
        (1) Determine cultural and religious considerations.
        (2) Determine any medical considerations.
    h. Determine communication requirements.
        (1) Determine required equipment and support.
        (2) Determine the requirements of the participants.
    i. Determine language requirements.
        (1) Determine the number of required interpreters.
        (2) Determine the number of required translators.
        (3) Use vetted interpreters and translators who have been checked for accuracy.
        (4) Be mindful of the interpreters personal bias filter.
    j. Determine required equipment and supplies.
    k. Determine toiletry requirements.
    l. Determine if the meeting will be public or private.

  3. Conduct situation research.
    a. Determine the factual information regarding the issues.
        (1) Determine the overall situation as it relates to area, structures, capabilities, organizations, people, and events (ASCOPE).
        (2) Determine the overall situation as it relates to the political, economic, military, social, infrastructure and information center of gravity in the area of operation (AO) in coordination with ASCOPE.
        (3) Identify any economic ties outside the country.
        (4) Identify any internal or external pressure groups.
    b. Identify the reason for members meeting face to face.
    c. Determine resources that can be exploited.
    d. Determine requirements of the local populace that can be leveraged.
    e. Determine the local slant on the situation.
    f. Identify as much as possible about the parties directly and indirectly involved.
    g. Determine if the local representative can reach an agreement and expect the support of the local populace.
        (1) Identify required interpreter and translator skill set and technical knowledge.
        (2) Brief interpreters and translators.
    h. Ensure all parties are represented.
        (1) Determine the demographics of the region.
        (2) Integrate all potentially interested parties into the mediation process.

  4. Prepare for the mediation session.
    a. Invite the attendees and confirm attendance if appropriate.
    b. Ensure members have been invited well in advance.
    c. Plan and prepare the facility.
        (1) Determine size and shape of the negotiating table if applicable.
        (2) Determine seating arrangements.
        (3) Provide required resources, name plates and audiovisual aids if applicable.

Performance Steps

      d. Consider local ceremonial customs and cultural idiosyncrasies.
         (1) Ensure members of the United States (U.S.) or coalition party are aware of what is expected of them.
         (2) Identify and prepare for any customs such as the exchanging of gifts.
      e. Establish the objectives of the mediation session.
         (1) Determine the purpose of mediation.
         (2) Determine the expected outcome.
         (3) Determine the implications of the meeting on ongoing operations and objectives.
         (4) Ensure all participants understand the objectives of the mediation session.
      f. Identify and prepare a recorder.
         (1) Determine language requirements.
         (2) Coordinate dedicated interpreter or translator support for the recorder as required.
         (3) Provide the recorder with a brief biographical summary of the participants.
      g. Coordinate security for the meeting.
      h. Coordinate information operations prior to the meeting.

   5. Conduct the mediation session.
      a. Ensure the meeting starts on time.
      b. Welcome participants and allow for introductions.
      c. Orient the participants to the layout of the facility, to include location of break area, rest rooms, and administrative support.
      d. Provide an overview of the meetings purpose and objective.
         (1) Provide relevant background information.
         (2) Identify the time allocated for the meeting.
         (3) Expected outcome of the meeting.
      e. Explain the U.S. goals as they pertain to the mediation process.
         (1) Be forthright and direct.
         (2) Present U.S. goals to all parties in written form and local language.
         (3) Ask questions to determine if the goals are understood.
         (4) Place the mediation effort in the context of a larger framework.
            (a) International agreements.
            (b) Regional agreements.
            (c) Treaty.
      f. Publish clear and concise ground rules for behavior.
         (1) Respect for other people.
         (2) Confidentiality.
         (3) Responsibility.
         (4) Physical comfort.
         (5) Decision making.
      g. Propose and formalize the agenda.
      h. Designate an individual as the official recorder and note taker.
      i. Pay particular attention to satisfying the needs of the participants.
      j. Establish professional interpersonal relationships with the parties.
         (1) Be accessible and open without appearing to favor one side over another.
         (2) Treat all meeting as if they were a business meeting.
      k. Show fairness and impartiality.
         (1) Equitably divide resources to ensure neither side profits at the expense of the other.
         (2) Know when to measure out rewards and punishment.
         (3) Exercise discretion.
      l. Keep in mind that perception equals reality.
      m. Provide something tangible to offer for cooperation.
      n. Carefully utilize funding and avoid the appearance of trying to influence the parties.
      o. Refocus the mediation effort when appropriate.

Performance Steps
     p. Maintain control.
       (1) Maintain control of yourself.
       (2) Control outburst of participants.
       (3) Show emotion when appropriate.
     q. Always provide the parties an option to retreat.
     r. Conduct private meetings with one party when appropriate.
     s. Conduct public meetings when appropriate.
     t. Monitor the composition and skills of the attendees.
     u. Provide the opportunity for people to be creative and spontaneous.
       (1) Encourage participation.
       (2) Ask direct questions.
     v. Break large groups into smaller working groups (no more than ten) to facilitate communication when appropriate.
     w. Utilize techniques used in reaching agreements as the situation dictates.

6. Conclude the meeting and formalize agreements.
     a. Utilize the last few minutes of a meeting to review and summarize.
       (1) Restate the decisions to ensure understanding and compliance.
       (2) Give recognition and appreciation for progress.
       (3) Define the next steps.
       (4) Address required follow-up actions.
         (a) Ensure the group understands who is responsible for what tasks.
         (b) Assign due dates.
     b. Place unfinished business on the future agenda.
     c. Provide a translated written report of the meeting to all participants if appropriate.
       (1) Include a list all attendees.
       (2) Include a copy of the agenda.
       (3) Include a brief synopsis of all issues and discussions.
         (a) Decisions made.
         (b) Agreements drafted.
         (c) Topics tabled for future meetings.
         (d) Further action to be taken.
       (4) Provide dates and subjects of future meetings.
     d. Formalize agreements.
       (1) Produce and sign written agreements if applicable.
       (2) Translate agreements if applicable.
       (3) Disseminate copies to all interested parties.
     e. Follow up on outstanding issues or actions as appropriate.
     f. Safeguard all written records, agreements and transcripts.
     g. Report results of meeting to chain of command.
     h. Coordinate with information operations (IO), public affairs office (PAO), Psychological Operations (PSYOP) and media as required.
       (1) Determine if the outcome of the meeting is releasable to the public.
       (2) Coordinate with local, national and international media through PAO.
       (3) Ensure accurate information delivery.
         (a) Ensure accurate translation.
         (b) Coordinate for effective timing.
       (4) Capitalize on successes.
       (5) Synchronize efforts.

7. Implement and monitor the agreements.
     a. Establish a system to ensure that all parties adhere to the agreements.
       (1) Maintain a relationship with the parties.
         (a) Meet with the participants on a one-to-one basis to maintain a professional relationship.

Performance Steps
              (b) Compile a list of grievances and concerns from each participant.
              (c) Identify items that should be addressed or present opportunities for cooperation.
              (d) When necessary draft an addendum to the original agreement.
          (2) Monitor the stipulations of the agreement for compliance.
              (a) Use all forms of local, national and international press as watchdogs.
              (b) Coordinate with nongovernmental organization, intergovernmental organization, and other government agency in the AO for monitoring assistance.
         (3) Apportion punishment if necessary and directly explain why.
   b. Ensure accurate information delivery to the parties and the local populace.
      (1) Coordinate with PAO, PSYOP, and IO.
      (2) Translate and publish agreements, key documents and public announcements into the local languages.
   c. Continue the mediation process through scheduled routine meetings.
      (1) Invite key members of the international community.
      (2) Integrate the members of the international community into the mediation process as host and facilitators to maximize exposure.
   d. Transition the mediation effort to the international community once firmly established if possible.
   e. Cease mediation efforts if and when agreement resolution is reached.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Identified techniques in reaching agreement.	——	——
a. Identified the four standard criteria of a successfully negotiated agreement.		
b. Identified essential competencies in reaching agreements.		
c. Identified essential qualities used in reaching agreements.		
d. Identified tactics that may be employed in reaching agreements.		
2. Established the schedule and location for the mediation session.	——	——
a. Made a list of desired attendees.		
b. Coordinated participant schedule.		
c. Determined physical location.		
d. Determined if meeting was be private or public.		
e. Determined communication requirement.		
3. Conducted situation research.	——	——
a. Determined the factual information regarding the issues.		
b. Identified as much as possible about the parties directly and indirectly involved.		
c. Ensured all parties were represented.		
4. Prepared for the mediation session.	——	——
a. Invited attendees well in advance.		
b. Planned and prepared the facility.		
c. Considered local ceremonial customs and cultural idiosyncrasies.		
d. Established the objectives of the mediation session.		
5. Conducted the mediation session.	——	——
6. Concluded the meeting and formalized agreements.	——	——
7. Implemented and monitored the agreements.	——	——
a. Established a system to ensure all parties adhere to the agreement.		
b. Continued to mediate process through scheduled routine meetings.		

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
    Required   **Related**
    FM 3-05.401

Conduct Nation Assistance Operations
331-38B-3032

Conditions: As a Civil Affairs (CA) Soldier assigned to a CA team, you are tasked to conduct nation assistance (NA) operations in a specific area of operation (AO). You have an operation order (OPORD), a civil-military operations (CMO) running estimate, assessments, a host nation (HN) emergency services plan, a copy of the *Foreign Assistance Act of 1961*, the *Arms Export Control Act of 1976*, and other required references and equipment.

Standards: Conduct NA by providing support to security assistance (SA) operations, foreign internal defense (FID), or military civic action (MCA) in accordance with the stated mission requirements outlined in the OPORD.

Performance Steps

1. Review the OPORD, the CMO running estimate, and HN emergency action plan.

2. Provide CMO support in support of SA in the AO.
   a. Propose courses of action (COAs) involving the United States (U.S.) military, the HN, and the U.S. Embassy
      (1) Identify opportunities for CMO to support legislative and judicial functions.
      (2) Identify opportunities for CMO to support security functions that enforce populace and resource control measures.
      (3) Ensure that the mission can be accomplished within the available time, space, and resources.
      (4) Ensure that the tactical or operational advantage gained by executing the COA must justify the cost in resources, especially casualties.
      (5) Ensure that the COA accomplishes the mission and complies with the commander's planning guidance.
   b. Plan CMO to support the SA operations.

3. Assist in the conduct of FID.
   a. Coordinate with U.S. military, other government agencies, and HN government to develop the tactics, techniques, and procedures required protecting the HN from subversion, lawlessness, and insurgency; and develop indigenous individual, leader, and organizational skills to isolate insurgents from the civil population, and protect the civil population.
   b. Plan CMO to support the HN plan.
   c. Plan CMO based on the three phases of insurgency described in FM 3-05.202, *Special Forces Foreign Internal Defense*.
      (1) Organizational phase.
      (2) Armed struggle.
      (3) Mobile/conventional warfare.
   d. Assist the supported element in conducting training for the HN.
   e. Establish and maintain contact with nonmilitary agencies and local authorities.

4. Assist in the conduct of MCA.
   a. Determine the restrictions concerning the use of MCA.
      (1) Determine the legal restrictions and consult with the staff judge advocate as required.
      (2) Determine the funding restrictions.
      (3) Determine the types of projects that can be implemented under the guidelines.
         (a) MCA uses predominantly indigenous or paramilitary forces as labor.
         (b) U.S. personnel are limited to training and advising the HN military on planning and executing projects useful to the local population.
      (4) Determine if de minimus activities may be authorized and they can be used in conjunction with MCA.

Performance Steps

      b. Identify mitigating projects.

          (1) Immediate response projects.

          (2) Short-term projects.

          (3) Projects to provide emergency assistance to the populace in the wake of a disaster and reduce further damage or suffering.

      c. Identify developmental projects.

          (1) Long-term projects.

          (2) Projects designed to enhance infrastructure of a local area.

          (3) Projects that are preventative in nature and include any activities that actually eliminate or reduce the probability of occurrence of a disaster.

          (4) Coordinate with interagency personnel and organizations including indigenous populations and institutions, intergovernmental organizations, nongovernmental organizations, and other government agencies as required.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials

Performance Measures	GO	NO-GO
1. Reviewed the mission regarding providing support to SA and conducting FID and MCA in the AO.	——	——
2. Provided CMO support in support of SA in the AO.	——	——
3. Conducted FID.	——	——
4. Conducted MCA.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

    Required   **Related**

    FM 3-05.202

    FM 3-05.40

    FM 3-05.401

    FM 5-0

Conduct Support to Civil Administration Operations
331-38B-3033

Conditions: As a Civil Affairs (CA) Soldier assigned to a CA team deployed to an area of operation (AO), you are tasked to assist in the conduct of support to civil administration (SCA) operations in support of a specific operation order (OPORD). All required references and equipment are available.

Standards: Conduct SCA operations in accordance with the OPORD, commander's guidance, and FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*.

Performance Steps

1. Assist in developing a comprehensive civil-military operations (CMO) plan that supports the SCA mission.
    a. Assist in the conduct of mission analysis.
        (1) Review OPORDs, fragmentary orders, and operational plans to determine command directives concerning SCA.
            (a) Base order.
            (b) CMO annex.
            (c) Intelligence annex.
            (d) Information operations annex.
            (e) Engineer annex.
        (2) Assist in performing intelligence preparation of the battlefield.
            (a) Determine aspects of the environment and battlefields effects to include the civil considerations that may impact the need for CMO and SCA.
            (b) Evaluate the threat and course of action (COA) that could impact, influence or exploit civil aspects of the AO.
            (c) Coordinate assessments of institutions, agencies and populace to determine civil administration requirement, capabilities and needed support.
        (3) Assist in determining specified, implied and essential CMO SCA tasks.
        (4) Assist in determining the ability of organic and inorganic assets that possess capabilities that could contribute to the CMO mission and assist in supporting civil administration.
        (5) Assist in determining operational, legal, and resource constraints.
        (6) Assist in analyzing the threat in relation to CMO.
    b. Assist in developing COAs that support the mission and commander's intent by incorporating CMO.
        (1) Assist in the analysis of relative combat power.
            (a) Friendly capabilities that can contribute to the CMO mission and SCA.
            (b) Determine the capabilities of the indigenous populations and institutions (IPI), intergovernmental organizations (IGOs), and nongovernmental organizations (NGOs) that can be used to support the CMO and civil administration aspects of the mission.
            (c) Determine the availability of resources.
            (d) Determine additional resources that may be required to execute CMO and populace and resources control (PRC).
            (e) Determine the types of CMO and SCA operations that are feasible.
        (2) Assist in generating options (COAs) regarding the implementation of CMO and supporting civil administration.
            (a) Develop CMO criteria of success and evaluation criteria (measures of effectiveness [MOEs] and measures of performance [MOPs]) for analyzing and comparing COAs.
            (b) Develop potential COAs that support the decisive mission, the shaping operations, CMO objectives and utilize specific PRC measures.
            (c) Establish time lines and goals to transition civilian administration to the international community or to civilian control.

Performance Steps

           (d) Ensure compliance with guidelines for Armed forces supply, procurement, and foreign assistance found in United States Codes Titles 10 and 22.

           (e) Assess the strengths and vulnerabilities of each COA.

       (3) Recommend to the commander and staff specific COAs and SCA measures that will contribute to the mission.

   c. Assist with orders production.

       (1) Update the CMO running estimate.

       (2) Assist with developing the CMO annex.

       (3) Recommend command guidance on the implementation of SCA.

2. Coordinate CMO to stabilize and support the host nation (HN) rule of law operations.

   a. Assist in identifying key individuals in the law enforcement community.

   b. Assist in identifying key individuals in HN judicial system.

   c. Assist in identifying key individuals in the HN legal system.

   d. Assist in identifying key individuals in the HN corrections system.

   e. Coordinate with IPI officials, IGOs, NGOs, and OGAs to identify assets that will be utilized to support rule of law operations in the AO.

       (1) Ensure that priority of use is given to HN assets.

       (2) Coordinate logistical and transportation issues as required.

   f. Request authorized United States (U.S.) military assets to support the rule of law after all other sources have been exhausted.

   g. Assist in providing for the restoration of order in the immediate aftermath of military operations.

   h. Assist in providing for reestablishing routine police functions such as controlling the population, crime prevention, investigation and public safety.

   i. Assist in restoring and enhancing the operation of the court system to include vetting and training judges, prosecutors, defense counsel, legal advisors and administrators, and restoring and equipping court and administrative facilities.

   j. Assist in restoring and reforming the HN civil and criminal legal system to include reviewing and revising statutes, codes, decrees, and other laws to ensure compliance with international legal standards, as well as adopting transitional measures for the immediate administration of justice.

   k. Assist in providing for an effective corrections system that that complies with international standards, to include selecting, vetting, and training corrections officials, and constructing or renovating appropriate facilities.

   l. Monitor, record, and report progress toward achieving rule of law goals.

   m. Conduct transition operations to IPI, IGOs, NGOs, OGAs, or other military forces as required.

3. Assist in conducting CMO to support economic stability.

   a. Assist in providing technical expertise, advice, and assistance in identifying and assessing food and agriculture systems, agencies, services, personnel, resources, and facilities.

   b. Assist in determining the capabilities and effectiveness of food and agricultural systems and the impact of those systems on CMO.

   c. Assist in developing plans, policies, and procedures, and provide operational oversight and supervision in rehabilitating or establishing food and agricultural systems, and agencies for producing, processing, storing, transporting, distributing, and marketing.

   d. Assist in coordinating the use of indigenous government and commercial food and agricultural resources for military use, for CMO, and in support of government administration.

   e. Advise and assist in establishing the technical requirements for food and agricultural resources (livestock, poultry, grain, vegetables, fruit, fish, fiber, and forestry) management to support government administration.

   f. Advise and assist in rehabilitating, establishing, delivering, and maintaining food and agricultural systems and agencies; and in coordinating IPI, IGOs, NGOs, and U.S. assistance and resources to support food and agricultural systems as part of CMO (crop and livestock improvement, agricultural training, and education).

Performance Steps

    g. Assist in providing technical expertise, advice, and assistance in monitoring and assessing the indigenous economy, economic systems, commercial activities, agencies, services, personnel, and resources.

    h. Assist in determining the capabilities and effectiveness of economic systems and the impact of those systems on CMO, in developing plans, policies, and procedures and provide operational oversight and supervision in rehabilitating or establishing economic and commercial systems, agencies, and resources.

    i. Advise and assist with budgetary systems, monetary and fiscal policies, revenue-producing systems, and treasury operations.

    j. Advise and assist in price control and rationing programs and in developing and implementing plans to prevent black-market activities.

    k. Assist in coordinating with local government administration agencies and commercial enterprises in support of CMO.

    l. Advise and assist in restoring, establishing, organizing, and operating economic and commerce systems, agencies, and organizations.

    m. Advise and assist in the technical administrative requirements of employing economic controls (price controls, rationing programs, prevention of black-market activities, monetary and fiscal policies, and labor).

    n. Advise and assist in employing local commercial resources, including labor, to support government administration, CMO, and military use.

       (1) Record the location and disposition of properties and report to higher.

       (2) Consult with staff judge advocate (SJA) to ensure that the use of the property is legal as required.

       (3) Identify property that can be used to support the commander's objective.

    o. Assist in coordinating IPI, IGOs, NGOs, and U.S. assistance and resources to support local economic development as part of CMO.

    p. Advise and assist the SJA and contracting officials in indigenous peoples' cultural intricacies. Ensure compliance with international laws and conventions regarding use of labor and when acquiring and using local resources (supplies, equipment, and facilities).

    q. Assist in providing technical expertise, advice, and assistance in identifying and assessing public and commercial supply systems, agencies, services, personnel, resources, and facilities.

    r. Assist in determining the capabilities and effectiveness of civilian supply systems and the impact of those systems on CMO.

    s. Assist in determining the availability of local supplies, in identifying private and public property available for military use and establishing policies and procedures on custody and administration of public and private property.

    t. Develop plans and provide operational oversight and supervision in rehabilitating or establishing government and commercial supply systems and facilities.

    u. Facilitate the coordination of government, commercial, and private property, facilities, supplies, equipment, and other resources for military use, for CMO, and in support of government administration.

    v. Advise and assist in rehabilitating, establishing, and maintaining government and commercial supply systems and agencies.

    w. Advise and assist in the technical administrative requirements for government and commercial supply resources to support government administration (transportation; storage; distribution, including rationing; and the use of captured and salvaged items).

    x. Request authorized US military assets to support economic stability after all other sources have been exhausted.

    y. Monitor, record, and report progress toward achieving economic stability.

    z. Conduct transition operations to IPI, IGOs, NGOs, OGAs, or other military forces as required.

4. Assist in conducting CMO to support the civil infrastructure.

    a. Assist in providing technical expertise, advice, and assistance in identifying and assessing foreign nation (FN)/HN public and commercial transportation systems, agencies, services, personnel, and resources.

Performance Steps

   b. Assist in determining capabilities and effectiveness of transportation systems and the impact of those systems on CMO.
   c. Assist in developing plans and provide operational oversight and supervision in rehabilitating or establishing transportation equipment, facilities, and systems.
   d. Assist in facilitating the coordination of government and commercial transportation resources for military use, for CMO, and in support of government administration.
   e. Advise and assist in establishing the technical requirements for government and commercial transportation resources to support government administration (motor vehicles and roads, trains and railways, boats and waterways, aircraft and airports, and pipelines).
   f. Advise and assist in rehabilitating, establishing, and maintaining government transportation systems and agencies.
   g. Assist in providing technical expertise, advice, and assistance in identifying and assessing FN/HN public and commercial works and utilities systems, agencies, services, and facilities.
   h. Assist in determining capabilities and effectiveness of public works and utilities systems and the impact of those systems on CMO.
   i. Assist in developing plans and provide operational oversight and supervision in rehabilitating or establishing public works and utilities equipment, facilities, and systems.
   j. Advise and assist in establishing the technical requirements for government and commercial works and utilities resources to support government administration (electric power, natural gas, water production and distribution; sewage collection, treatment, and disposal; sanitation; and public facilities).
   k. Advise and assist in rehabilitating, establishing, operating, and maintaining government works and utilities systems and agencies.
   l. Assist in employing (coordinating) public works and utilities resources to support government administration and CMO.
   m. Assist in providing technical expertise, advice, and assistance in identifying and assessing government and commercial communication systems, agencies, services, personnel, resources, and facilities.
   n. Assist in determining the capabilities and effectiveness of communication systems and the impact of those systems on CMO.
   o. Assist in developing plans and providing operational oversight and supervision in rehabilitating or establishing communication equipment, facilities, and systems.
   p. Advise and assist in establishing the technical requirements for government and commercial communications resources to support government administration (postal services, telephone, telegraph, radio, television, computer systems, and print media).
   q. Advise and assist in rehabilitating, establishing, and maintaining government communications systems and agencies.
   r. Assist in coordinating with IPI officials, IGOs, NGOs, and OGAs to identify assets that will be utilized to support the civil infrastructure repair, administration, development or operations in the AO.
      (1) Ensure that priority of use is given to HN assets
      (2) Coordinate logistical and transportation issues as required.
   s. Request authorized U.S. military assets to support the HN civil infrastructure after all other sources have been exhausted.
   t. Monitor, record, and report progress toward achieving goals concerning the local infrastructure.
   u. Conduct transition operations to IPI, IGOs, NGOs, OGAs, or other military forces as required.

5. Assist in conducting SCA to stabilize and support the civil or municipal government.
   a. Assist in providing technical expertise, advice, and assistance in identifying and assessing FN/HN public administration systems, agencies, services, personnel, and resources.
   b. Assist in determining the capabilities and effectiveness of public administration systems and the impact of those systems on CMO.
   c. Assist in determining the capabilities and effectiveness of public safety systems and the impact of those systems on the tactical or other supported commander's mission.

Performance Steps

      d. Advise and assist in rehabilitating, establishing, and maintaining government public safety systems and agencies.

      e. Assist in employing public safety resources to support government administration, CMO, and military use.

      f. Assist in coordinating with FN/HN government administrators and agencies in support of CMO.

      g. Advise and assist in restoring, establishing, organizing, and operating public government systems and agencies.

      h. Advise and assist in locating, identifying, preserving, and protecting significant cultural property.

      i. Assist in coordinating with civic leaders, IGOs, NGOs, and OGAs to identify assets that will be utilized to support the civil or municipal government in the AO.

         (1) Ensure that HN assets are given first consideration.

         (2) Coordinate logistical issues with IPI, IGOs, NGOs, and OGAs to provide assets that support civil or municipal government.

      j. Request authorized U.S. military assets to support the municipal or civil government after all other sources have been extinguished.

      k. Monitor, record, and report progress toward achieving goals pertaining to civil or municipal government.

      l. Conduct transition operations to IPI, IGOs, NGOs, OGAs, or other military forces as required.

  6. Assist in conducting CMO to stabilize and support public health and welfare.

      a. Assist in providing technical expertise, advice, and assistance in identifying and assessing IPI public and private health systems, sanitation systems, agencies, services, personnel, resources, and facilities.

      b. Assist in determining the capabilities and effectiveness of health and sanitation systems and the impact of those systems on CMO.

      c. Assist in developing plans and provide operational oversight and supervision in rehabilitating or establishing public health systems, agencies, equipment, and facilities.

      d. Assist in coordinating the use of government and private health resources for military use, for CMO, and in support of civil administration.

      e. Advise and assist in establishing the technical requirements for public health services and resources to support government administration (clinics, hospitals, pharmacies, food preparation and storage, ambulance transportation, skilled personnel, and education).

      f. Advise and assist in rehabilitating, establishing, delivering and maintaining government public health systems and agencies.

      g. Assist in coordinating IGOs, NGOs, and OGAs assistance and resources to support local government public health systems as part of CMO.

      h. Advise and assist IPI, IGOs, NGOs, and U.S. agencies in preventing, controlling, and treating diseases (education, immunization, and sanitation).

      i. Assist in providing technical expertise, advice, and assistance on FN/HN social and cultural matters and determine the impact of those matters on social and mental well-being of the society and the possible effects on CMO.

      j. Assist in providing technical expertise, advice, and assistance in identifying and assessing FN environmental and pollution control systems, agencies, services, personnel, resources, and facilities.

      k. Assist in determining the capabilities and effectiveness of environmental and pollution control systems and the impact of those systems on CMO.

      l. Assist in developing plans and provide operational oversight and supervision in rehabilitating or establishing environmental resource management systems, agencies, equipment, and facilities.

      m. Assist in coordinating FN/HN government and private environmental management resources for military use, for CMO, and in support of government administration to mitigate, prepare, respond to, and recover environmental activities.

      n. Advise and assist in establishing the technical requirements for environmental management services and resources to support government administration (plans, policies, and procedures to protect natural resources and provide pollution control).

Performance Steps

  o. Advise and assist in rehabilitating, establishing, delivering, and maintaining government environmental management systems and agencies.

  p. Advise, assist, and support the coordination of IPI, IGOs, NGOs, and U.S. assistance and resources to support local government environmental management as part of CMO.

  q. Assist in coordinating with IPI officials, IGOs, NGOs, and OGAs to identify assets that will be utilized to support public health and welfare operations in the AO.
   (1) Ensure that priority of use is given to HN assets.
   (2) Coordinate logistical and transportation issues as required.

  r. Request authorized US military assets to support the municipal or civil government after all other sources have been exhausted.

  s. Monitor, record, and report progress toward achieving goals pertaining to public health and welfare.

  t. Conduct transition operations to IPI, IGOs, NGOs, OGAs, or other military forces as required.

7. Assist in conducting CMO to stabilize and support public education and information.

  a. Identify individuals who can provide technical expertise, advice, and assistance in identifying and assessing FN/HN public, parochial, and private education systems, agencies, services, personnel, and resources.

  b. Assist in determining the capabilities and effectiveness of education systems and the impact of those systems on CMO.

  c. Assist in developing plans and provide operational oversight and supervision in rehabilitating or establishing public education systems, agencies, facilities, and resources.

  d. Advise and assist in establishing the technical requirements for the public education system to support government administration (primary, secondary, and post secondary educational systems).

  e. Advise and assist in rehabilitating, establishing, and maintaining public education systems and agencies.

  f. Advise and assist FN/HN institutions in developing and coordinating public relations activities to support government administration and the "single voice" message.

  g. Assist in recommending information control and civil censorship policies.

  h. Assist in coordinating with IPI officials, IGOs, NGOs, and OGAs to identify assets that will be utilized to support public education and information operations in the AO.
   (1) Ensure that priority of use is given to HN assets.
   (2) Coordinate logistical and transportation issues as required support public education and information.

  i. Request authorized U.S. military assets to support public education and information after all other sources have been exhausted.

  j. Monitor, record, and report progress toward achieving goals pertaining to public education and information.

  k. Conduct transition operations to IPI, IGOs, NGOs, OGAs, or other military forces as required.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials

Performance Measures	**GO**	**NO-GO**
1. Assisted in developing a CMO plan that supports SCA missions.	――	――
2. Coordinated CMO to stabilize and support the FN/HN rule of law operations.	――	――
3. Assisted in conducting CMO to support economic stability.	――	――
4. Assisted in conducting CMO to support the civil infrastructure.	――	――
5. Assisted in conducting SCA to stabilize and support the civil or municipal government.	――	――

Performance Measures	**GO**	**NO-GO**
6. Assisted in conducting CMO to stabilize and support public health and welfare.	——	——
7. Assisted in conducting CMO to stabilize and support public education and information.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
    Required   **Related**
    FM 3-05.401
    FM 5-0

Subject Area 2: Civil Information Management

Conduct Civil Information Management Operations
331-38B-3034

Conditions: As a Civil Affairs (CA) Soldier assigned to a civil-military operation center (CMOC), you are tasked to conduct civil information management (CIM) operations. Civil information from various sources, including area assessments, situation reports (SITREPS), and reports from other CA teams are available. The operation order (OPORD), the civil-military operations (CMO) annex, the CMO running estimate, other required references, and all organic equipment is available.

Standards: Conduct CIM operations through collecting, recording, analyzing, and disseminating civil information. Perform the analysis of information to increase the supported commander's awareness of the common operational picture (COP) in accordance with command guidance.

Performance Steps

1. Review the mission analysis, performed by the planning team, for guidance regarding CIM with CMO.
   a. Analyze the higher headquarters' order for guidance regarding CIM in the area of operations (AO).
      (1) Analyze the commander's intent for CIM.
      (2) Analyze the mission of the higher headquarters.
      (3) Determine assets that are available to conduct CMO and CIM in the AO.
      (4) Define the AO.
      (5) Analyze the concept of operations for CIM.
      (6) Determine an operational time line for CIM.
   b. Review the intelligence preparation of the battlefield.
      (1) Determine what is known concerning the civil aspects (area, structures, capabilities, organizations, people, and events [ASCOPE]) of the AO.
      (2) Identify civil characteristics that can influence friendly and threat operations regarding civil reconnaissance (CR) and CIM.
      (3) Identify most likely and most dangerous threat course of action (COA) regarding CR and CIM.
      (4) Identify sources and contacts for civil information requirements.
         (a) Intergovernmental organizations (IGOs).
         (b) Nongovernmental organizations (NGOs).
         (c) Indigenous populations and institutions (IPI).
   c. Review the OPORD, CMO annex, and the CMO running estimate to extract the specified, implied, and essential tasks.
      (1) Identify specified tasks that involve CR and CIM.
      (2) Identify implied tasks that involve CR and CIM.
      (3) Identify essential tasks that involve CR and CIM.
   d. Review constraints that are placed on CIM operations.
      (1) Determine what requirements for CIM are mandated by the higher headquarters.
      (2) Determine what restrictions for CIM are mandated by the higher headquarters.
   e. Conduct a risk assessment for CIM operations.
      (1) Identify tactical risks that are posed by threat COA.
      (2) Identify accidental risks that are posed by operational and environmental hazards.
   f. Determine civil information requirements that are required to adequately plan or make decisions.
      (1) Identify civil aspects of the commander's priority intelligence requirements.
      (2) Identify civil aspects of the commander's critical information requirements.
      (3) Identify friendly forces information requirements for possible future CMO missions.
      (4) Review mission plans that may be affected by civilian aspects of the AO.

Performance Steps

        (5) Review mission plans that may affect the civilian component of the AO.
        (6) Determine what aspects of civil information are unknown.
        (7) Determine where and when civil information is to be gathered.

2. Collect and consolidate civil information to ensure the timely availability of information for analysis.
    a. Coordinate CR to update assessments.
    b. Conduct CR assessments as required.
    c. Submit requests for information (RFI) to receive critical information from higher, subordinate, adjacent, or other units.
    d. Consolidate CA reports, assessments, spot reports, after action reviews (AAR), lessons learned, RFI, and intelligence reports.
    e. Record the information in the appropriate logs and format as required per unit SOP.
    f. Ensure that all information is appropriately classified and safeguarded for operational security (OPSEC).

3. Process data into useful products.
    a. Process CA reports, assessments, spot reports, AAR, lessons learned, RFI, and intelligence reports into information that supports civil information objectives.
    b. Compare current information to historical data for trend analysis.
    c. Incorporate information into CIM database.
    d. Update the CMO estimate and area study as required.
    e. Update maps and overlays as required.
    f. Update tracking matrices, the CA workbook, and resource files as required.
    g. Forward reports to appropriate recipients including the brigade-level CMOC.
    h. Coordinate with the commander and staff as required in order to ensure information dissemination and incorporation of the updated information in the planning cycle, COP, and effects evaluation.
    i. Coordinate information with NGOs, IPI, and IGOs as required and as OPSEC permits.
    j. Maintain the information, logs, and database for historical reference and transition as required.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Reviewed the mission analysis, performed by the planning team, for guidance regarding CIM with CMO.	——	——
2. Collected and consolidated civil information to ensure the timely availability of information for analysis.	——	——
3. Processed data into useful products.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

Required	Related
FM 2-0	
FM 3-05.40	
FM 3-05.401	
FM 5-0	

Subject Area 3: Civil-Military Operations

Coordinate the Use of Medical Resources in Support of Civil-Military Operations
331-38B-3014

Conditions: As a Civil Affairs sergeant assigned to a civil-military operations center (CMOC) or civil-military operations (CMO) staff of a supported unit, you are given applicable staff products, documents, references, and mission guidance, to include area assessments and medical health assessments. You are tasked to coordinate the use of medical resources in support of CMO.

Standards: Coordinate the use of medical resources in support of CMO in accordance with published mission guidance.

Performance Steps

1. Analyze the CMO running estimate, CMO annex, local health assessment, and other documents and reports to extract key data concerning the medical situation of the local civilian populace.
   a. Identify key personnel from the indigenous population and institutions (IPI).
   b. Determine the local medical infrastructure.
   c. Identify intergovernmental organizations (IGOs), nongovernmental organizations (NGOs), other government agencies (OGAs) operating in the area of operation (AO) providing medical assistance.
   d. Identify information concerning the medical/dental/veterinary situation.

2. Determine the legal and the operational restrictions of providing medical resources and support to the local civilian population.
   a. Determine operational restrictions concerning the use of medical resources.
   b. Review operational guidance found in operation orders, fragmentary orders, and standing operating procedures concerning the use of medical resources to identify any specified funding restrictions, any specified medical rules of engagement restrictions, and the specified funding approval authority.
   c. Refer to FM 27-10, *Law of Land Warfare*, and Geneva Convention to determine legal and moral obligations concerning medical aid to civilian population.
   d. Coordinate with the staff judge advocate as required.

3. Coordinate with key personnel, IPI, IGOs, NGOs, and OGAs.
   a. Coordinate with key members of the IPI.
   b. Coordinate with IGOs, NGOs, and OGAs.

4. Analyze medical and area assessment data to—
   a. Determine the capabilities and availability of medical resources.
   b. Determine specific medical needs, shortages, and gaps in coverage.
   c. Prioritize the medical needs.
   d. Determine the capabilities and availability of military resources.
   e. Determine which military resources can be used.
   f. Identify who will be receiving the medical resources.
   g. Determine what type of delivery will be used.
   h. Determine where the medical resources will be required.
   i. Determine when the medical resources will be required.
   j. Determine how long medical resources will be provided.

5. Coordinate with key military staff and personnel for resources and support.
   a. Coordinate with key military staff and personnel.
      (1) Coordinate with supported unit staff.
      (2) Coordinate with Civil Affairs teams (CATs).
         (a) CATs operating in adjacent AOs as available.

Performance Steps

(b) CMOC as available.
(c) Public health team as available.
b. Coordinate for required resources and support.
    (1) Coordinate with key personnel from the IPI, IGOs, NGOs, and IGOs.
        (a) Synchronize effort.
        (b) Consider joint delivery.
        (c) Coordinate with appropriate authorities for the proper storage, handling and delivery of medical supplies.
        (d) Coordinate with appropriate authorities for properly trained personnel.
    (2) Coordinate for military resources and support.
        (a) Coordinate for proper inspection, storage, handling and delivery of medical supplies as required.
        (b) Coordinate for appropriate medical personnel for administration of medical supplies as required as required.

6. Brief the supported unit commander regarding the medical resource plan.

7. Adjust the resource plan as required per command guidance.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials

Performance Measures	**GO**	**NO-GO**
1. Analyzed the CMO running estimate, CMO annex, local medical health assessment, and other documents and reports to extract key data concerning the medical situation of the local civilian populace.	——	——
2. Determined the legal and operational restrictions of providing medical resources and support to the civilian population.	——	——
3. Coordinated with key personnel from IPI, IGOs, NGOs, and OGAs.	——	——
4. Analyzed medical and area assessment data.	——	——
5. Coordinated with key military staff and personnel for resources and support.	——	——
6. Briefed the supported unit commander regarding the medical resource plan.	——	——
7. Adjusted plan as required per command guidance.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

Required	**Related**
FM 27-10	FM 3-0
FM 3-05.401	FM 8-42
FM 4-02	FMI 5-0.1
FM 5-0	GTA 41-01-003
GENEVA CONVENTIONS	ISBN 0-16-072925-4
GTA 41-01-001	

Subject Area 5: Staff Skills

Integrate Civil-Military Operations Into the Military Decisionmaking Process
331-38B-3001

Conditions: As a Civil Affairs (CA) noncommissioned officer assigned to a civil-military operations cell of a supported unit headquarters, you are given all required references and equipment, military decisionmaking process (MDMP) planning documents and assessment data. You are tasked to integrate civil-military operations (CMO) into the supported unit's MDMP in order to plan operations.

Standards: Integrate CMO considerations into the supported unit's MDMP in accordance with FM 3-05.40, *Civil Affairs Operations*, Chapter 4, and FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*, Chapter 3.

Performance Steps

1. Conduct mission analysis.
    a. Analyze the higher headquarters' order.
        (1) Base order.
        (2) CMO annex.
        (3) CMO running estimate.
        (4) All other applicable annexes and estimates.
        (5) Area studies and available assessment data.
    b. Conduct initial intelligence preparation of the battlefield (IPB).
        (1) Define the battlefield or operational environment by integrating CA methodology using area, structures, capabilities, organizations, people, and events (ASCOPE) to identify civil characteristics of the environment that influence friendly or threat operations.
        (2) Describe the battlefield's effects, include the evaluation of all aspects of the environment that may influence friendly and adversary operations include:
            (a) Terrain.
            (b) Weather.
            (c) Civil considerations such as infrastructure and demographics in the area of operations (AO).
        (3) Evaluates the threat by analyzing current intelligence to determine how the threat normally organizes for combat and conducts operations under similar circumstances.
        (4) Determine the threat's possible courses of action (COA) regarding CMO and arrange them in probable order of adoption.
    c. Determine the CMO mission.
        (1) Assets, resources, and associated capabilities that can be used in a CMO role and determine during review of available assets.
        (2) Critical CMO facts and assumptions.
        (3) CMO criteria of success for analyzing and comparing COAs.
    d. Determine specified, implied, and essential CMO tasks.
        (1) Specified CA and CMO task in orders or annexes.
        (2) Implied CA or CMO tasks that must be performed to accomplish specified tasks.
        (3) Essential CA or CMO tasks that must be successfully executed to accomplish the mission.
    e. Review available assets.
        (1) Identify organic assets, resources, and associated capabilities that can be used in a CMO role.
        (2) Identify nonorganic military assets, resources, and associated capabilities that can be used in a CMO role.
        (3) Identify nonmilitary assets, resources, and associated capabilities that can be used in a CMO role.
    f. Determine constraints.

Performance Steps

     g. Identify critical tasks and assumptions.
        (1) Identify facts concerning the civil situation.
        (2) Identify assumptions concerning the civilian populace and civil situation.
        (3) List all CMO related assumptions from higher.
        (4) State expected civil conditions over which the commander has no control.
        (5) List any civil conditions that may severely impact or invalidate the plan or concept of operations.
     h. Conduct a risk assessment.
        (1) Identify hazards.
        (2) Assess hazards.
        (3) Develop and make risk decisions.
        (4) Implement controls.
        (5) Supervise and evaluate.
     i. Determine the commander's critical information requirements (CCIR).
        (1) Review the priority intelligence requirements and submit any relevant information from the CMO running estimate to the planning staff.
        (2) Review the friendly forces information requirements and submit any relevant information from the CMO running estimate to the planning staff.
     j. Determine the initial intelligence, surveillance, and reconnaissance plan.
        (1) Identify any information related to the civil component of the battlefield that must be answered.
        (2) Recommend civil reconnaissance (CR) and assessments as required plan or objective of the headquarters one level up.
        (3) Conduct CR assessments as required
     k. Update the operational time line.
     l. Conduct a mission analysis briefing. Include elements of CMO as they apply to the following:
        (1) Mission and commander's intent of the headquarters two levels up.
        (2) Mission, commander's intent, concept of the operation, and deception plan or objective of the headquarters one level up.
        (3) Review of commander's initial guidance.
        (4) Initial IPB products.
        (5) Specified, implied, and essential tasks.
        (6) Constraints on the operation.
        (7) Forces available.
        (8) Hazards and their risk.
        (9) Recommended initial CCIR.
       (10) Recommended time lines.
       (11) Recommended restated mission.
    m. Receive the commander's approved restated mission.
    n. Develop the initial commander's intent.
    o. Issue the commander's planning guidance.

  2. Develop COA. Included elements of CMO as it applies to the following:
     a. Analyze relative combat power of CA forces.
        (1) Determine the capabilities of organic assets and resources that will be used in a CMO role.
        (2) Determine the capabilities of nonorganic military assets and resources that are expected to be tasked to the supported unit and that can be used in a CMO role.
        (3) Determine the capabilities of any nonmilitary assets, resources, and associated capabilities that can be used in a CMO role.
     b. Generate options.
        (1) Develop potential COAs that support decisive operations through the application of CMO.
        (2) Develop potential COAs that support shaping operations through CMO.
        (3) Develop potential COAs that support CMO operations and objectives.

Performance Steps

        (4) Develop CMO measures of effectiveness and measures of performance for analyzing and comparing COAs.

   c. Array initial forces.

        (1) Determine the required number and placement of CA personnel to accomplish the CMO mission.

        (2) Determine the required number and placement of support personnel and equipment that will be required to accomplish the CMO mission.

   d. Develop the concept of operations.

        (1) Determine how the arrayed forces will accomplish the CMO objectives.

        (2) Consider the size, skill, and resources of the enemy to disrupt CMO.

        (3) Consider the size of the AO.

        (4) Consider operational reach.

        (5) Consider available joint support.

        (6) Consider the scope of the mission.

   e. Assign headquarters.

   f. Prepare COA statements and sketches.

3. Develop COA analysis. Included elements of CMO as they apply to the following:

   a. Determine how to maximize the effects of combat power while protecting friendly forces and minimizing collateral damage.

        (1) Determine how CA assets can be best utilized to support decisive operations.

        (2) Determine how CA assets as well as other forces can best be utilized to support the CMO mission.

   b. Develop a visualization of the battle.

   c. Anticipate battlefield events.

        (1) Determine expected CMO issues that may arise overtime as a result of decisive operations or other causes.

        (2) Determine other issues that may arise that could impact the civil considerations of the battlefield.

   d. Determine conditions and resources required for success.

        (1) Determine the conditions that are required for CMO success.

        (2) Determine the resources that are required for CMO success.

   e. Determine when and where to apply force capabilities.

   f. Focus IPB on enemy strengths and weaknesses, and the desired end state.

        (1) Determine what critical CMO related information is critical to civil considerations and CMO planning.

        (2) Incorporate CR, CA assessments, and CMO related information gathering into the IPB process.

   g. Identify coordination needed to produce synchronized results.

   h. Determine the most flexible COA.

4. Develop COA comparison by comparing feasible COAs as they relate to the overall mission, the conduct of CMO:

   a. Compare, contrast, and evaluate the COAs based on:

        (1) Concept of support and CMO goals and objectives.

        (2) Strength and vulnerabilities.

        (3) Resource requirements in terms of amount and effectiveness.

        (4) Effectiveness of risk control measures and resultant residual risk.

   b. Determine the COA with the highest probability of success by identifying the COA that:

        (1) Poses the minimum risk to the force and mission accomplishment.

        (2) Places the force in the best posture for future operations.

        (3) Provides maximum latitude for initiative by subordinates.

        (4) Provides the most flexibility to meet unexpected threats and opportunities.

5. Develop recommendations to submit for COA approval.

Performance Steps

      a. Develop narrative explanation of the COA selected as to how well it meets the evaluation criteria.

      b. Submit recommendation to approving official.

      c. Assist in developing the decision briefing to commander.

         (1) Provide input as required.

         (2) Brief commander on Civil Affairs operations/CMO specific aspects as required.

      d. Receive the commander's decision.

      e. Receive the commander's final planning guidance.

         (1) Note any CA/CMO specific guidance.

         (2) Note any other changes that would impact the conduct or planning of CMO.

6. Assist in order production as required.

      a. Provide input to the base order as required.

         (1) Provide CA specific input.

         (2) Provide CMO specific input.

      b. Develop the CMO annex as required.

      c. Assist in developing and synchronizing other annexes.

      d. Update the CMO running estimate as required.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	GO	NO-GO
1. Conducted mission analysis.	——	——
2. Developed COA.	——	——
3. Developed COA analysis.	——	——
4. Developed a COA comparison.	——	——
5. Developed recommendations to submit for COA approval.	——	——
6. Assisted in order production as required.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

Required	Related
FM 3-05.40	
FM 3-05.401	
FM 5-0	

Plan Civil-Military Operations Projects
331-38B-3006

Conditions: As a Civil Affairs (CA) noncommissioned officer, you are tasked to plan civil-military operations (CMO) projects in your area of operations (AO). A CMO running estimate, CA assessments, recommended projects from the civil-military operation center (CMOC), and all other resources and equipment are available.

Standards: Develop courses of action (COA) for potential projects that meet the supported commander's criteria for CMO. Identify the resource requirements for each project and determine what resources, support, and funding can be provided from other sources. Determine the resource, support, and funding requirements that will be provided as part of the project, and process a project nomination packet.

Performance Steps

1. Identify the need for potential projects that meet the supported commander's criteria for CMO.
   a. Review planning documents to ensure compliance with the stated CMO objectives and command guidance. Reviewed documents should include but not be limited to:
      (1) Base order.
      (2) CMO annex.
      (3) Intelligence annex.
      (4) Engineer annex.
   b. Review specified, implied, and essential CMO tasks and guidance concerning projects.
   c. Evaluate the proposed projects to determine which ones support the commander's mission.
   d. Identify operational, legal, funding, and resource constraints.
   e. Disqualify projects that fail to comply with legal guidelines for CMO.
   f. Identify projects that can be funded through available funding sources.
   g. Identify projects that can be supported with host nation (HN) resources.
   h. Prioritize projects according to their potential to support mission objectives.

2. Develop COA that support the mission and commander's intent by the execution of CMO projects.
   a. Analyze the threat in relation to the implementation of each project.
      (1) Security considerations for project sites.
      (2) Security considerations for project workers.
   b. Determine the availability of internal and external assets that possess capabilities that could contribute to the specified projects.
   c. Develop evaluation criteria for analyzing and comparing COAs.
   d. Generate COAs comprised of a project or group of projects that meet the criteria. For example: COA 1 may include only 2 large scale projects due to funding issues where COA 2 may include several smaller projects that have a wider impact and thus do a better job of furthering the commander's objectives.
   e. Provide recommended COAs to the S-9/G-9 to gain approval/decision from the commander and his staff.

3. Determine CMO project resource requirements for each recommended project.
   a. Coordinate for technical advice and expertise to assist in determining the project resource requirements:
      (1) Military staff and technical experts:
         (a) Engineers.
         (b) Other CA experts and functional teams.
         (c) Medical.
         (d) Chemical.
         (e) Logistics.

Performance Steps

           (2) Indigenous populations and institutions (IPI) officials and civilian experts:

               (a) HN government officials.

               (b) HN government employees, technical advisors, and laborers.

               (c) HN civilian workers, contractors, and businessmen.

               (d) Determine any restrictions, limitation, and regulations such as permits or building standards imposed by the HN government.

           (3) Coordinate with IPI, intergovernmental organizations (IGOs), nongovernmental organizations (NGOs), and other government agencies (OGAs) for technical advice and expertise in determining project requirements.

      b. Determine required supplies, equipment, and quantities required for each project:

           (1) Construction materials and quantities required to complete the project.

           (2) Equipment including replacement parts and quantities that are required to complete the project.

           (3) Medical supplies and quantities that are required for the project.

           (4) Subsistence items and quantities including water, potable ice, fruits, and vegetables, and bread.

           (5) Other supplies or equipment and the necessary quantities that are required to complete the project.

      c. Determine the service requirements that are required to complete the project:

           (1) Project support services:

               (a) Billeting.

               (b) Facility rentals.

               (c) Nontactical vehicle rental and maintenance.

               (d) Commercial communications services.

               (e) Civilian labor.

               (f) Utilities.

               (g) Refuse collection.

               (h) Latrines.

               (i) Laundry services.

               (j) Shower and bath facilities.

               (k) Material handling equipment lease and repair.

               (l) Machinery and equipment.

      d. Develop a project resource list for each project:

           (1) Include all material and supply requirements.

           (2) Include all support service requirements.

           (3) Include additional information as required.

   4. Determine what resources, funding and support can be provided from other sources:

      a. Identify sources on the CA Resource Report that can support the CMO project supply and service requirements.

           (1) Determine which resources are controlled by the IPI.

           (2) Determine which resources are controlled by IGOs or NGOs.

           (3) Determine which resources are controlled by OGAs.

      b. Coordinate with IPI officials to determine what HN resources including supplies, equipment, funding, and support will be committed toward the project implementation.

           (1) Consider joint project implementation.

           (2) Consider efforts to legitimize the HN government.

           (3) Ensure the project poses no duplication of effort with other IPI initiatives.

           (4) Consult the staff judge advocate (SJA) as required to ensure legal compliance of accepting resources or support from HN sources.

      c. Coordinate with IGOs and NGOs operating within the AO to determine what resources including supplies, equipment, funding, and support will be committed toward the project implementation.

           (1) Consider joint project implementation.

           (2) Consider phases of responsibility.

Performance Steps

        (3) Consider turning responsibility and oversight over to IGO or NGO entities.

        (4) Ensure the project poses no duplication of effort with other IGO or NGO initiatives.

        (5) Consult the SJA as required to ensure legal compliance of accepting resources or support from IGO or NGO sources.

   d. Coordinate with OGAs operating within the AO to determine what resources including supplies, equipment, and support will be committed toward the project implementation.

        (1) Consider joint project implementation.

        (2) Ensure the project poses no duplication of effort with other OGA initiatives and is synchronized with the overall national strategy or command guidance.

        (3) Consult the SJA as required ensuring legal compliance of accepting resources or support from OGA sources.

   e. Determine which resources can be obtained on the economy.

        (1) Coordinate with local leaders, businessmen, business entities, and contractors.

           (a) Identify the location of the project.

           (b) Identify the estimated implementation and completion dates.

           (c) List any special instructions regarding the project.

           (d) Request that the suppliers and contractors submit an itemized quote for supplies and services in support of the CMO project.

        (2) Coordinate with the logistical staff and other CA assets concerning foreign nation support.

   f. Update the project resource list for each project based on what will be provided from all other sources.

        (1) Annotate estimated cost of each required resource based on the initial quotes provided from contractors and suppliers.

        (2) Annotate what will be provided by the other sources.

           (a) Provide a detailed explanation of the support.

           (b) Provide a point of contact.

           (c) Note any documentation or requirements that are necessary to ensure support.

5. Determine the resource, support, and funding requirements that will be provided as part of each project.

   a. Review the project resource list to determine the resources and support will not be provided from other sources.

   b. Calculate the estimated cost of the resources and services requirements that will not be provided by other sources.

        (1) Determine the cost based on the initial estimates from contractor and suppliers.

        (2) Review previous similar projects for estimated cost as required.

        (3) Include the estimated use of military assets including resources, equipment, and man-hours.

   c. Review the funding source limitations and restrictions and command guidance.

        (1) Ensure that the project cost and expenditures meet the funding guidelines and command guidance.

        (2) Consult SJA as required.

6. Process a project nomination packet.

   a. Complete the nomination in the appropriate format as required by command guidance or as dictated by the applicable funding sources and include the following:

        (1) Provide an appropriate project title.

        (2) Provide the location of the project.

           (a) Provide a grid reference.

           (b) Provide a written explanation of the project location.

        (3) Provide the project priority as low, medium, high, or emergency depending on the immediate need.

        (4) Annotate the type of activity including the following:

           (a) Section 2526, Title 10 United States Code (USC), Humanitarian Action.

           (b) Title 10 USC, Military Civic Action.

Performance Steps

            (c) Commander's emergency response program (CERP), and Oversees Humanitarian Disaster and Civic Aid (OHDACA).

            (d) Others as applicable.

      (5) Provide a brief description of the purpose of the project.

      (6) Briefly describe who will be the recipients of the project.

            (a) List the number of people who will benefit.

            (b) Describe the regions, villages, groups, and so on that will benefit.

      (7) Provide a detailed description of the project.

            (a) Provide the scope and overall goal of the project.

            (b) Detail exactly what will be provided by the project.

      (8) Provide a detailed description of the project coordination and integration.

            (a) OGAs.

              (1) Describe how the project is coordinated with OGAs, United States (U.S.) Country Team, and so on.

              (2) Describe how the project is integrated with the overall national strategy.

              (3) Detail any duplication or integration with other projects.

            (b) IGOs and NGOs.

              (1) Describe how the project is coordinated with IGOs and NGOs.

              (2) Describe how the project is integrated with the overall international community effort.

              (3) Detail any duplication or integration with other projects.

            (c) IPI.

              (1) Describe how the project is coordinated with the IPI or HN government.

              (2) Describe how the project is integrated with the HN plans and efforts.

              (3) Detail any duplication or integration with other projects.

      (9) List any possible negative outcomes of the project.

      (10) Provide the timeframe of the project.

            (a) Provide the expected or desired start date of the project.

            (b) Provide the expected duration of the project.

      (11) Provide a description of the numbers of U.S. or friendly forces that will participate in the project.

      (12) Provide a detailed cost estimate.

            (a) Provide a cost estimate spreadsheet.

            (b) Provide the amount that will be paid by other sources or entities as applicable.

            (c) Provide the estimated cost to complete the project.

      (13) Provide a narrative justification of the project.

      (14) Provide a written narrative of how the project will be monitored and evaluated.

      (15) Provide point of contact information for the individual nominating the project.

      (16) Provide point of contact information for the individual who will be the project manager.

  b. Develop project sketches, schematics, and diagrams as necessary to explain or clarify the project.

  c. Coordinate the project with the commander and staff as required.

      (1) Ensure the project meets the commander's intent.

      (2) Ensure the project can be supported as required.

      (3) Ensure the project is synchronized.

  d. Submit the project nomination packet to the appropriate approving authority.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures   <u>GO</u>   <u>NO-GO</u>

1. Identified the need for potential projects that meet the supported commander's   ——   ——
   criteria for CMO.
     a. Reviewed planning documents to ensure compliance with the stated CMO
        objectives and command guidance.
     b. Reviewed specified, implied, and essential CMO tasks and guidance
        concerning projects.
     c. Evaluated the proposed projects to determine which ones support the
        commander's mission.
     d. Identified operational, legal, funding, and resource constraints.
     e. Disqualified projects that fail to comply with legal guidelines for CMO.
     f. Identified projects that can be funded through available funding sources.
     g. Identified projects that can be supported with HN resources.
     h. Prioritized projects according to their potential to support mission objectives.

2. Developed COAs that support the mission and commander's intent by the   ——   ——
   execution of CMO projects.
     a. Analyzed the threat in relation to the implementation of each project.
     b. Determined the availability of internal and external assets that possess
        capabilities that could contribute to the specified projects.
     c. Developed evaluation criteria for analyzing and comparing COAs.
     d. Generated COAs comprised of a project or group of projects that meet the
        criteria.
     e. Provided recommended COAs to the S-9/G-9 to gain approval/decision from
        the commander and his staff.

3. Determined CMO project resource requirements for each recommended project.   ——   ——
     a. Coordinated for technical advice and expertise to assist in determining the
        project resource requirements.
     b. Determined required supplies, equipment, and quantities required for each
        project.
     c. Determined the service requirements that are required to complete the
        project.
     d. Developed a project resource list for each project.

4. Determined what resources funding and support can be provided from other   ——   ——
   sources.
     a. Identified sources on the CA Resource Report that can support CMO project
        supply and services requirements.
     b. Coordinated with IPI officials to determine what HN resources including
        supplies, equipment, funding, and support will be committed toward the
        project implementation.
     c. Coordinated with IGOs and NGOs operating within the AO to determine what
        resources, including supplies, equipment, funding, and support will be
        committed toward the project implementation.
     d. Coordinated with OGAs operating within the AO to determine what
        resources including supplies, equipment, and support will be committed
        toward the project implementation.
     e. Determined what resources can be obtained on the economy.
     f. Updated the project resource list for each project based on what will be
        provided from all other sources.

5. Determined the resource, support and funding requirements that will be provided   ——   ——
   as part of each project.
     a. Reviewed the project resource list to determine the resources and support
        will not be provided from other sources.

Performance Measures   **GO**   **NO-GO**

    b. Calculated the estimated cost of the resources and services requirements
       that will not be provided from other sources.
    c. Reviewed the funding source limitations and restrictions and command
       guidance.

  6. Processed a project nomination packet.   ___   ___
    a. Completed the nomination in the appropriate format as required by
       command guidance or as dictated by the applicable funding sources.
    b. Developed project sketches, schematics and diagrams as necessary to
       explain or clarify the project.
    c. Coordinated the project with the commander and staff as required.
    d. Submitted the project nomination packet to the appropriate approving
       authority.

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
    Required   **Related**
    FM 3-05.401   FM 100-10-2
                                             JP 3-57

Prepare a Civil-Military Operations Annex
331-38B-3010

Conditions: As a Civil Affairs (CA) noncommissioned officer assigned to the civil-military operations (CMO) cell of a supported unit, you are given all organic equipment, references, unit standing operating procedure (SOP) and military decisionmaking process planning documents. You are tasked to prepare a CMO annex to the supported unit's operation order (OPORD) in order to prepare for operations.

Standards: Prepare the six paragraphs of the annex and the required appendices in accordance with FM 5-0, *Army Planning and Orders Production*; FM 3-05.40, *Civil Affairs Operations*, Appendix C; and unit the standing operating procedure.

Performance Steps

1. List all reference documents used to prepare the annex.
    a. The CMO annex of higher headquarters.
    b. Any relevant plans of participating civilian organizations.
    c. Any relevant civilian agency operations guides and standards documents.
    d. Any coordinated transition plans.
    e. Any international treaties and agreements.
     f. The operational CA database.
    g. Any other documents as applicable.

2. Write the CMO task organization.
    a. Identify all CA units that will support the CMO mission.
    b. Identify all non-CA units that will support the CMO mission.
    c. State the command relationship (assigned, operational control, or tactical control) of all units that support CMO.
    d. Write the interagency task organization by identifying liaison officers and the units or organizations that they support.

3. Write the situation paragraph.
    a. Analyze civil considerations in the CMO running estimate using the memory aid ASCOPE.
        (1) Area: Identify and document aspects of the terrain within a commander's operational environment that are not militarily significant.
        (2) Structures: Identify and document existing structures, facilities and cultural sites, their usage, significance, practical application and possible military use.
        (3) Capabilities: Identify and document existing or required indigenous capabilities to sustain the populace and infrastructure:
            (a) Public administration.
            (b) Public safety.
            (c) Emergency services.
            (d) Food and agriculture.
            (e) Public works and utilities.
             (f) Public health.
            (g) Public transportation.
            (h) Economic and commerce.
        (4) Organizations: Identify and document organized civil groups that may or may not be affiliated with government agencies operating in the area of operation (AO):
            (a) Church groups.
            (b) Ethnic groups.
            (c) Fraternal organizations.
            (d) Patriotic or service organizations.
            (e) Indigenous populations and institutions (IPI).
             (f) Nongovernmental organizations (NGOs).

Performance Steps

<li style="list-style:none">
(g) Intergovernmental organizations (IGOs).
(h) Other government agencies (OGAs).
(5) People: Identify and document civilians and nonmilitary personnel in the AO as well as those outside the AO who can affect the environment or impact the mission.
(6) Events: Identify and document significant activities that may affect the military mission including:
    (a) Harvest seasons.
    (b) Elections.
    (c) Riots.
    (d) Evacuations including voluntary and involuntary.

b. Document the actual or potential nonmilitary threats to the force and to mission accomplishment.

c. Outline CMO plans of friendly forces:
   (1) CMO plans of higher headquarters.
   (2) CA plans of adjacent units.
   (3) Units in the AO that have civil-military capabilities and are not organic to the unit for whom the annex is being written.

d. Document attachments and detachments by listing all military and nonmilitary organizations participating in civil-military operations center (CMOC) and CMO.

e. Identify assumptions (operations plans only) by documenting critical planning considerations and unknown conditions that must be confirmed by deliberate assessments.

4. Write the CMO mission paragraph.
   a. Review the mission statement in the CMO running estimate.
   b. Identify and document who, what, where, when, and why as it applies to CMO objectives.

5. Write the execution paragraph.
   a. State the commander's intent for the CMO mission.
      (1) Include coordination with civilian participants in the operation.
      (2) Include coordination with civilian populous.
      (3) Include the commander's desired effects before and after transition of operations.
   b. Write the concept of operation.
      (1) Describe where, when, and how the commander intends to use CMO to accomplish the mission in accordance with his higher commander's intent.
      (2) Identify and document CMO objectives.
      (3) Identify and document measures of effectiveness (MOEs) and measures of performance (MOPs).
      (4) List task organization by phases of the operation. Use subparagraphs when the operation involves two or more phases.
   c. Write the tasks to subordinate units.
      (1) List specific tasks to the elements listed in the task organization.
      (2) Identify and document MOEs and MOPs.
   d. Write the coordinating instructions.
      (1) Provide instructions and details of coordination that apply to two or more subordinate units not covered by the standing operating procedures (SOP).
      (2) Include time or condition when the plan becomes effective, commander's critical information requirements, risk reduction control measures, rules of engagement, environmental considerations, and force protection.

6. Write the service support paragraph.
   a. Provide administrative data that supports CMO.
      (1) Location and contact information of the staff judge advocate.
      (2) Location and contact information of the contracting officer.
      (3) Location and contact information of the media information bureau.
      (4) Any other administrative matters that will affect the conduct of CMO.

Performance Steps

    b. Provide medical data that supports CMO.
       (1) Location of medical facilities that will or can support CMO.
       (2) Locations of civilian medical facilities.
       (3) Location of nonmilitary agencies in the AO that have medical facilities or capabilities and specify type of medical care.
    c. Provide logistical data that supports CMO.
       (1) Locations of logistical facilities that can or will support CMO.
       (2) Locations of civilian logistical facilities (warehouses, port facilities).
       (3) Include location of nonmilitary agencies in the AO that have maintenance facilities or are providing logistical support.
       (4) List the class of supplies for each location.
    d. Provide data relating to maintenance that supports CMO.
       (1) Locations of military maintenance facilities that will or can support CMO.
       (2) Locations of civil maintenance facilities capable or willing to support CMO.
       (3) Location of nonmilitary agencies in the AO that have maintenance facilities or are capable of providing maintenance to CMO assets.
       (4) List level of maintenance provided at each location.

  7. Write the command and signal paragraph.
    a. List command relationships, the location supported commands units, Civil Affairs teams, CMOCs, and alternate CMOC locations.
    b. List all pertinent communication information, including primary and alternate means of communicating with and among military organizations, as well as with and among participating civilian organizations.

  8. Write the appendices, if applicable. Include diagrams, synchronization matrixes, and civil overlays. Include the following items as they apply:
    a. Execution matrix.
    b. Assessment matrix.
    c. Cultural briefing.
    d. Populace and resources control plan.
       (1) Dislocated civilian plan.
       (2) Noncombatant evacuation plan.
    e. Foreign humanitarian assistance plan.
    f. Nation assistance plan.
    g. Support to civil administration plan.
    h. Civil information management.
    i. Transition plan.
    j. Any other documentation (as required).

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Listed all reference documents used to prepare the annex.	——	——
2. Wrote the CMO task organization.	——	——
3. Wrote the situation paragraph.	——	——
4. Wrote the CMO mission paragraph.	——	——

5. Wrote the execution paragraph.
    a. Wrote the commander's intent for the CMO mission.
    b. Wrote the concept of operation.
	——	——

Performance Measures   **GO**   **NO-GO**
    c. Wrote the tasks to subordinate units.
    d. Wrote the coordinating instructions.

  6. Wrote the service support paragraph.   ____   ____
    a. Provided administrative data that supports CMO.
    b. Provided medical data that supports CMO.
    c. Provided logistical data that supports CMO.
    d. Provided data relating to maintenance that supports CMO.

  7. Wrote the command and signal paragraph.   ____   ____

  8. Wrote appendices as they applied.   ____   ____
    a. Execution matrix.
    b. Assessment matrix.
    c. Cultural briefing.
    d. Populace and resource control plan.
    e. Foreign humanitarian assistance plan.
    f. Nation assistance plan.
    g. Support to civil administration plan.
    h. Civil information management plan.
    i. Transition plan.

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
    Required   **Related**
    FM 3-05.40
    FM 5-0

Identify Joint Force Staff Structure, Responsibilities, and Operations
331-38B-3023

Conditions: As a Civil Affairs (CA) noncommissioned officer newly assigned to a joint force headquarters, you are given JP 0-2, Unified Action Armed Forces (UNAAF); JP 3-0, Doctrine for Joint Operations; JP 3-33, Joint Task Force Headquarters; JP 3-35, Joint Deployment and Redeployment Operations; and JP 3-57.1, Joint Doctrine for Civil Affairs. You are tasked to identify joint force staff structure, responsibilities, and operations in order to function as a member of the staff.

Standards: Identify the joint force staff structure, responsibilities, and operations in accordance with JP 0-2, JP 3-0, JP 3-33, JP 3-35, and JP 3-57.1.

Performance Steps

1. Identify the structure of a joint force staff:
    a. Command (Staff):
        (1) Commander.
        (2) Deputy Commander.
        (3) Chief of Staff (COS).
        (4) Command senior enlisted leader.
    b. Personal Staff:
        (1) Public Affairs.
        (2) Comptroller.
        (3) Chaplain.
        (4) Surgeon.
        (5) Provost Marshal.
        (6) Staff Judge Advocate.
        (7) Inspector General (IG).
    c. Special Staff:
        (1) Headquarters Commandant.
        (2) Staff Historian.
    d. Staff Directorates:
        (1) Manpower and Personnel Directorate (J-1).
        (2) Intelligence Directorate (J-2).
        (3) Operations Directorate (J-3).
        (4) Logistics Directorate (J-4).
        (5) Plans Directorate (J-5).
        (6) Communications Systems Directorate (J-6).
        (7) Engineering Directorate (J-7).
        (8) Resource Management Directorate (J-8).
        (9) Civil-Military Directorate (J-9).
    e. Functional Staff Structures:
        (1) Boards.
        (2) Bureaus.
        (3) Centers.
        (4) Cells.
        (5) Groups.
        (6) Working groups.
        (7) Planning teams.
        (8) Liaison officer (LNO).

2. Identify the responsibilities of the joint force staff.
    a. Identify the responsibilities of the joint command (staff):
        (1) Commander—supervises the planning and control of assigned and attached forces.
        (2) Deputy Commander—principal assistant to the commander and can assume control if the commander becomes a casualty and can concurrently perform as COS.

Performance Steps

    (3) COS—coordinates staff work and policies, supervises the preparation of estimates, and implements policies. Monitors battle rhythm and manages information management.

    (4) Command senior enlisted leader—primary advisor to the commander on enlisted matters; can monitor discipline, morale, and readiness.

  b. Identify the responsibilities of the joint personal staff:

    (1) Public affairs—communicates truthful information to internal and external audiences to tell the Department of Defense (DOD) story, prepares personnel to address media, and ensures message efforts are coordinated with information operations (IO), CA, and Psychological Operations.

    (2) Comptroller—is the principal financial advisor to the commander; estimates resource requirements while establishing positive funding controls and coordination to prevent fraud, waste, and abuse.

    (3) Chaplain—supervises the provision of religious support to personnel while providing pastoral care, and moral and ethical advice to staff, and maintaining religious liaison.

    (4) Surgeon—is the senior medical advisor in the areas of force health protection and health service support policies and programs, which also encompass patient care, treatment, and movement, preventative medicine, dental, veterinary, mental health, blood logistics, and concerns of disease threat, injury rates, and health surveillance.

    (5) Provost marshal—assists with collection and processing of enemy prisoners of war (EPWs) or detainees, force protection and physical security, law enforcement policy and civilian police liaison, and military police planning.

    (6) Staff judge advocate—provides legal advice to commander and staff regarding status-of-forces agreements, rules of engagement (ROE), the law of armed conflict and general international law, military justice, claims, and DOD and domestic law.

    (7) IG—candidly and impartially inspects and investigates with full access to areas essential to mission performance, morale and welfare, family issues, "mission creep," resources and readiness, and conspicuously displays IG contact information.

  c. Identify the responsibilities of the joint special staff.

    (1) Headquarters commandant—provides dedicated direct support elements and identifies and coordinates on-site installation requirements and support, including augmentees, to the joint headquarters.

    (2) Staff historian—maintains an objective official and unofficial command historical file distinct from formal records management, including a chronology and a document reference collection, and conducts an oral history program, all available for future researchers.

  d. Identify the responsibilities of the joint staff directorates.

    (1) Manpower and Personnel Directorate (J-1)—manages military and civilian manpower staffing requirements (including any individual augmentees, and also EPWs or detainees), personnel readiness, services and policies, and accountability.

    (2) Intelligence Directorate (J-2):

     (a) Provides clear, relevant, and timely knowledge of the adversary, and the operational environment; collects, analyzes, and disseminates reliable and timely intelligence.

     (b) Develops the intelligence estimate and a collection plan.

    (3) Operations Directorate (J-3)—directs, controls, coordinates, and integrates current and future operations of friendly forces from planning to completion. Publishes orders, organizes the headquarters, and establishes a joint operations center (JOC).

    (4) Logistics Directorate (J-4)—formulates logistical plans, and coordinates and supervises supply, maintenance including salvage and recovery, transportation, civil engineering, health services, and others including mortuary affairs and identifies host-nation support requirements.

    (5) Plans Directorate (J-5):

     (a) Develops, revises, prepares, and coordinates plans and orders and future plans using the joint operation planning process which includes measurable effects, while providing military political oversight of operations. Forms and supervises a joint planning group.

Performance Steps
        (b) Prepares the J-5 running estimate and assists the commander in preparation of estimates of the situation.
    (6) Communications Systems Directorate (J-6)—provides, integrates, and supervises communications systems and support, including communications security, for effective command and control and information dissemination. Assists in publishing communications plans, establishes information assurance procedures, and manages all systems and control networks.
    (7) Engineering Directorate (J-7)—monitors and coordinates combat, general, and topographic engineer functions, which normally include the activities of mobility, counter-mobility, survivability including countermine, explosive ordnance disposal, and protective construction, improvement of facilities and line of communications, and terrain visualization and analysis.
    (8) Resource Management Directorate (J-8)—advises the commander in finance operations and resource management. Estimates and identifies resource and financial service requirements, and establishes internal review processes and positive fiscal oversights and controls over funding authority.
    (9) Civil-Military Directorate (J-9)—plans and coordinates the conduct of civil-military operations and CA activities, establishes military-to-civilian liaison with indigenous populations and institutions, intergovernmental organizations, nongovernmental organizations, and other government agencies, and coordinates with IO efforts.
  e. Identify the responsibilities of the joint functional staff structures.
    (1) Boards:
      (a) Obtain commander guidance and decisions.
      (b) Focus on synchronizing functions, allocation of resources, and operational continuity.
    (2) Bureaus—focus on narrow enduring functions, such as a joint visitor's bureau.
    (3) Centers—focus on broad enduring functions within the staff in designated locations or facilities, such as the JOC.
    (4) Cells—perform specific functions as part of traditional staff, functional staff, or both.
    (5) Groups—support broad enduring headquarters functions, such as the joint planning group.
    (6) Working groups—provide specific function analysis in conjunction with planning teams.
    (7) Planning teams—perform specific tasks within the headquarters in conjunction with working groups.
    (8) LNOs—coordinate, advise, and assist the joint force headquarters between adjacent up-staff, down-staff, and cross-staff units.

3. Identify joint operations.
  a. Operations conducted by joint forces or Service forces with relationships between them (for example: support, coordinating authority) which, of themselves, do not create joint forces; of two or more military departments, operating under a single joint force commander.
  b. Operations that integrate all United States (U.S.) military capabilities at the direction of the President and/or Secretary of Defense (formerly known as National Command Authority) to support U.S. national objectives and protect national interests.
  c. Operations that are planned and conducted across the full range of military operations (combat and noncombat) through full spectrum dominance; the synchronization of the actions of air, land, sea, space, and special operations forces in order to defeat any adversary and achieve strategic and operational objectives.

Evaluation Preparation: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials

Performance Measures	**GO**	**NO-GO**
1. Identified the structure of a joint force headquarters.	——	——
2. Identified the responsibilities of a joint force headquarters.	——	——

Performance Measures   <u>GO</u>   <u>NO-GO</u>

   3. Identified joint force operations.   ____   ____

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
   Required   **Related**
   JP 0-2
   JP 2-0
   JP 3-0
   JP 3-33
   JP 3-35
   JP 3-57.1

Subject Area 6: Transition Operations

Conduct Civil-Military Operations Transition Operations
331-38B-3028

Conditions: As a Civil Affairs (CA) noncommissioned officer on a Civil Affairs team or supported unit staff, you are given an operation order, command guidance to include a transition plan, and appropriate references. You are tasked to assist in the conduct of civil-military operations (CMO) transition operations.

Standards: Assist in the conduct of CMO transition operations, in accordance with (IAW) FM 3-05.40, *Civil Affairs Operations*, Appendix A; FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*, Chapter 6; and published transition plan guidance.

Performance Steps

1. Determine the category of transition operation that will be conducted.
   a. Category 1—termination of an activity or task.
   b. Category 2—transfer of an activity or task to follow-on forces or indigenous populations and institutions (IPI), intergovernmental organizations (IGOs), nongovernmental organizations (NGOs), or other government agencies (OGAs).
   c. Category 3—transition of an activity or task to the IPI.

2. Coordinate CMO transition operations IAW published transition plan.

3. Identify the military unit or organization liaison the unit will transition with:
   a. IGOs.
   b. IPI.
   c. NGOs.
   d. OGAs.
   e. United States (U.S.) forces.
   f. Other military forces.

4. Coordinate with the incoming unit/organization:
   a. Determine equipment, if any, that will be transferred to the incoming force or organization.
   b. Determine if current operations will be continued, halted, or changed to another format.
   c. Determine command directed tasks or requirements that must be accomplished prior to or as part of the transition.
   d. Determine if any ongoing CMO projects should be completed, transferred, or halted as part of the transition Identify any command directed tasks or requirements that must be accomplished prior to or as part of the transition.
   e. Identify facilities to be dismantled, transferred, or returned to proper authority as part of the transition.

5. Executed the transition plan, IAW supported unit guidance, operations order, or fragmentary order.
   a. Identify the organizational structure required to perform the activity or task.
   b. Identify the equipment and facilities required to perform the activity, task, or mission.
      (1) Turn over the facilities to the incoming unit or organization or return them to proper authority.
         (a) Prepare facilities.
         (b) Conduct an inspection or orientation tour.
         (c) Prepare property control paperwork for transfer of facilities.
         (d) Meet any other agreed upon or contractual obligations.
         (e) Transfer the facilities.
         (f) Annotate the appropriate paperwork.
      (2) Inventory and inspect equipment that will be transferred and prepare shortage annexes.
         (a) Prepare property control paperwork for transfer of equipment.

Performance Steps
    (b) Inventory and transfer property with the incoming organization.
    (c) Complete the appropriate paperwork.
  c. Propose time lines that provide sufficient overlap between the departing and relieving organizations.
    (1) Develop a tentative transition schedule.
    (2) Brief incoming unit on transition time line.
    (3) Adjust transition schedule if required.
  d. Orient the incoming organization to the activity or task.
    (1) Present and review standing operating procedures.
    (2) Present and review the CMO running estimate.
    (3) Present and review the log books or database.
    (4) Develop a continuity book.
      (a) Arrange chronologically and include daily, weekly, and monthly calendars.
      (b) Answer who, what, where, why, when, and how.
      (c) Include operations resource requirements (for example: funding, equipment, personnel and facilities.
      (d) Include sources of resources required to maintain operations.
      (e) Identify lines of interdependency and interoperability between organizations.
      (f) Include contingency plans that address threats to operations as well as information regarding countermeasures, preparations, response, and recovery.
      (g) Include post-redeployment oversight and support mechanisms including reach-back points of contacts.
    (5) Exchange procedures.
    (6) Identify routine and recurring events.
    (7) Identify other critical information.
    (8) Demonstrate the task if possible.
  e. Plan to supervise the incoming organization.
    (1) Maintain control of the activity or task.
    (2) Provide critiques and guidance as needed.
  f. Plan the redeployment movement.
    (1) Coordinate for redeployment transportation assets as required.
    (2) Pack/load equipment.
    (3) Conduct troop-leading procedures.
    (4) Conduct rehearsals.
    (5) Arrange for billeting at staging area for port of debarkation.
  g. Prepare for redeployment.
  h. Execute redeployment.
  i. Conduct close out procedures if required.
    (1) Complete or halt all ongoing projects or programs.
    (2) Pay all fees, rents, and contract amounts owed.
    (3) Close all logs, complete reports and secure all data.
    (4) Secure or destroy all classified material.
    (5) Reconcile operational funds with finance officer.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials

Performance Measures	**GO**	**NO-GO**
1. Determined the category of transition operation that will be conducted	——	——
2. Coordinated CMO transition operations IAW with published transition plan.	——	——
3. Identified the military unit or organization that the unit will transition with.	——	——
4. Coordinated with the incoming unit/organization	——	——

Performance Measures   **GO**   **NO-GO**

  5. Executed the plan IAW FM 3-05.40, FM 3-05.401, and published command   ——   ——
     guidance.

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
    Required   **Related**
    FM 3-05.40
    FM 3-05.401
    FM 5-0

Skill Level 4

Subject Area 1: Civil Affairs Operations

Operate a Civil-Military Operations Center
331-38B-4010

Conditions: As a member of a Civil Affairs team or civil liaison team (CLT) assigned to a civil-military operations center (CMOC) supporting a conventional or special operations unit, you are tasked to assist in operating a CMOC.

Standards: Conduct CMOC operations in support of Civil Affairs (CA)/civil-military operations (CMO), which includes conducting coordination briefings and assisting the supported element staff in accordance with FM 3-05.40, *Civil Affairs Operations*; and FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*.

Performance Steps

1. Assist in integrating the battle rhythms of the supported unit and CMOC
    a. Assist in augmenting the S-9 staff as required.
       (1) Provide CMO staff support.
          (a) Assist with battle tracking.
          (b) Assist in culminating and analyzing civil information.
          (c) Assist with CMO planning.
          (d) Assist is developing CA/CMO reports and briefings.
          (e) Assist in recommending and preparing CA/CMO related plans, orders and annexes.
       (2) Provide CMOC input to the S-9 planning cycle.
          (a) Provide information regarding CMOC capabilities and limitations.
          (b) Provide recommendations concerning CMOC focus and operations.
          (c) Act as a CMOC liaison officer (LNO) as required.
          (d) Provide recommendations regarding CMO trends and analysis throughout the area of operations (AO).
          (e) Provide information regarding subordinate operations, issues, and effectiveness.
          (f) Provide input concerning indigenous populations and institutions (IPI), intergovernmental organizations (IGOs), nongovernmental organizations (NGOs), and interagency operating within the AO.
    b. Coordinate with supported unit regarding reports and messages.
       (1) Determine the supported unit's reporting and message requirements.
          (a) Determine report and message formats through coordination with the unit, review of orders and command guidance, and review of standing operating procedures (SOPs).
          (b) Determine reporting times and schedules.
       (2) Adjust CMOC and subordinate elements reporting and message formats.
          (a) Provide the proper formats to CMOC elements and subordinate elements.
          (b) Synchronize reporting and message times and schedules to match the supported unit.
          (c) Facilitate the most up-to-date information transfer to the supported unit.
    c. Participate in battle update briefs, staff meetings and working groups.
       (1) Provide input concerning CMOC operations as required.
       (2) Monitor for information and situational changes that may impact CMO and CMOC operations.
       (3) Note command guidance and directives that impact CMO and CMOC operations.
       (4) Assist in synchronizing Civil Affairs operations (CAO), CMOC operations and CMO with other entities as required.

Performance Steps

        (a) Participate in the civil-military operations working group as required.
        (b) Participate in the information operations working group as required
        (c) Participate in targeting synchronization as required.
        (d) Participate in coordination meeting with IPI, IGOs, NGOs, and interagency entities as required.
    (5) Provide input concerning IPI, IGOs, NGOs, and interagency operating within the AO.
    (6) Provide input regarding any CMO issues or situational changes that can affect the mission.
  d. Assist in briefing the commander and staff as required.
    (1) Prepare briefs concerning CMOC operations, issues and CMO within the AO.
    (2) Coordinate with the CIM Cell as appropriate for updated information and analysis.
    (3) Provide CMOC specific input regarding CMOC operations, focus, issues and contributions to the overall mission.

2. Assist in coordinating and integrating logistics reporting with CAO and CMO needs and resources.
  a. Coordinate with the CMOC sustainment section as required.
    (1) Identify any recorded HN resources and points of contact (POCs) that can be used for military or humanitarian purposes.
        (a) Facilities
        (b) Transportation Assets
        (c) Goods
        (d) Services
        (e) Other available resources.
    (2) Identify the status of any ongoing logistics activities in support of CMO.
        (a) Identify any CMO operations that need additional logistical support or resources.
        (b) Identify any military operations that need HN or civilian resources or support.
  b. Coordinate with the civil information management (CIM) cell as required.
    (1) Identify any information regarding available assets and resources.
        (a) Determine the resources available.
        (b) Determine the location and disposition.
        (c) Determine the owner or POC for the resources.
    (2) Identify any significant needs, shortages, or crises within the civil sector.
        (a) Identify any humanitarian issues or crises.
        (b) Identify any infrastructure needs or shortages.
    (3) Identify any significant needs, shortages, or requirements that are needed to support military operations and may can be filled from civilian courses.
        (a) Equipment.
        (b) Facilities.
        (c) Medical.
  c. Coordinate with the supported unit staff regarding logistics and CMO.
    (1) Coordinate with the S-9 as required.
        (a) Brief the S-9 on CMOC logistical activities supporting CMO.
        (b) Seek approval and guidance related to CMOC operations that require logistical support.
        (c) Assist in planning CMO logistical support.
        (d) Ensure CMOC operations are synchronized with the CMO staff plans and operations.
        (e) Coordinate for additional resources to support CAO and CMO operations.
    (2) Coordinate with S-4 as required.
        (a) Ensure that the S-4 is aware of logistical activities of the CMOC supporting CMO.
        (b) Coordinate for a list of military supplies and resources that may be available to support CMO.
        (c) Provide the S-4 with a list of supplies and resources available from civil sector sources including the IPI, IGOs, NGOs, interagency, and so on.

Performance Steps
        (d) Coordinate logistical support for day-to-day operations and maintenance of the CMOC as required.
        (e) Coordinate for additional resources to support CAO and CMO operations.
    (3) Coordinate with S-3 as required.
        (a) Coordinate and synchronize any CMOC operations and logistical activities in support of CMO.
        (b) Coordinate for any required support and tasking of support elements.
        (c) Ensure the S-3 is aware of logistical activities and issues of the CMOC in support of CMO.

3. Ensure the supported commander's common operational picture (COP) has updated CIM inputs.
    a. Coordinate with the supported unit's staff regarding CIM inputs to the COP.
      (1) Determine what data is required.
        (a) Coordinate with the supported unit's staff section, cells, and entities to determine what CIM data is required.
        (b) Coordinate with the supported units S/G/J-6 to determine the required data formats, system interfaces and so on.
      (2) Establish a transfer time and routine.
      (3) Monitor changes in priority intelligence requirement, commander's critical information requirement, and essential elements of friendly information.
      (4) Clarify data discrepancies, questions or issues posed by the supported unit.
      (5) Submit requests for information (RFIs) as required.
    b. Recommend CIM focus within the supported unit.
      (1) Advise the S/G/J-9 on necessary changes regarding civil information requirements.
      (2) Assist in tasking CMOC elements as required.
        (a) CLT.
        (b) Functional specialty cells.
      (3) Coordinate with CATs at lower levels.
        (a) Coordinate regarding changes in civil information requirements.
        (b) Change reporting formats as required.
        (c) Task specific civil reconnaissance (CR) to meet civil information requirements via the S/G/J-3
        (d) Submit RFIs as required.
    c. Provide oversight of civil information inputs to the supported unit's staff and sections.
      (1) Coordinate with the CIM cell director and noncommissioned officer in charge as required.
        (a) Assist is coordinating and facilitating civil information flow to other sections of the CMOC, the supported unit and other entities.
        (b) Assist in providing guidance and instruction as required.
        (c) Assist in resolving any issues regarding civil information inputs, personnel, connectivity and information systems.
      (2) Ensure that all relative civil information is gathered, analyzed, and disseminated as required.
        (a) Direct CMOC elements and subordinate units
        (b) Provide feedback to CMOC sections and personnel regarding civil information requirements and needs of the supported unit and staff sections.
      (3) Provide civil information analysis as required.
        (a) Assist in analyzing civil information, trends, and CMO effects.
        (b) Assist in developing reports, charts, overlays and graphical inputs to the COP.
        (c) Facilitate coordination between the CIM cell and CMOC intelligence section.
    d. Assist is monitoring the transfer of data and inclusion in the COP.
    e. Provide feedback from the supported unit to CMOC elements.
    f. Recommend adjustments in civil information management as required.
      (1) Recommend changes in civil information inputs.
      (2) Recommend changes in analysis focus.
      (3) Recommend changes in outputs based on the supported units requirements.

Performance Steps

4. Assist in battle tracking all CAO and CMO to ensure the situational awareness and situational understanding of CMO by the supported staff and commander and its effects in the AO.
   a. Monitor all CAO and CMO within the supported unit's AO.
     (1) Monitor and record all CAO.
       (a) Track subordinate CATs.
       (b) Track all CMOC operations including those at subordinate levels.
       (c) Track CLTs.
       (d) Track any S/G/J- 9 operations.
       (e) Track any functional specialty team operations.
       (f) Track any CA initiated projects within the AO.
       (g) Analyze the impact and effect of CAO in regards to the CMO objectives and the overall mission.
     (2) Track all CMO within the supported unit's AO.
       (a) Track any engineer operations that contribute to CMO.
       (b) Track any military police operations that contribute to CMO.
       (c) Track any medical operations that contribute to CMO.
       (d) Track any other operations that contribute directly or indirectly to CMO
       (e) Track all military initiated CMO projects within the AO.
       (f) Analyze the impact and effect of CMO in regards to the CMO objectives and the overall mission.
     (3) Track CMO related activities of the IPI, IGOs, NGOs, and interagency organization operating within the AO.
       (a) Analyze the impact and effect in regards to CAO and CMO objectives.
       (b) Analyze the impact on ongoing and planned military operations.
   b. Ensure all CAO and CMO information is entered into the CIM database.
   c. Assist in processing the civil information data.
     (1) Analyze the civil information.
       (a) Determine CMO related trends, concerns and issues.
       (b) Determine the impact on CMO objectives and the overall mission.
   d. Develop procedures to track CAO and CMO operations, missions.
     (1) Maintain communications with subordinate elements.
       (a) CLTs.
       (b) Functional specialty teams.
       (c) CATs at lower levels.
       (d) Lower level CMOCs as required.
     (2) Develop charts, overlays and matrixes to track all CA and CMO related area, structure, capabilities, organizations, people and events (ASCOPE).
       (a) Operational and mission overlays.
       (b) Project overlays, charts, and matrixes.
       (c) Dislocated civilian overlays.
       (d) Resource overlays.
       (e) Others as required.
     (3) Record relative information as required.
       (a) Update operational log book.
       (b) Update operational and geospatial databases.
       (c) Update the Civil Affairs workbook.
       (d) Updates running estimates as required.
   e. Coordinate with the supported unit as required.
     (1) Update commander and staff concerning CAO and CMO issues, developments, and effects.
       (a) Provide information and analysis on issues and situational developments.
       (b) Recommend CAO and CMO to support the overall mission, support CMO objectives and mitigate situational issues.
       (c) Ensure CMOC operations are integrated into the supported unit's planning cycle.

Performance Steps

        (2) Coordinate directly with the S-3 operations sections as required.
           (a) Ensure CMOC operations are integrated and nested within all operations.
           (b) Coordinate and synchronize all CMOC operations with S-3.
           (c) Coordinate CMOC element movement.
           (d) Request support as required.
        (3) Assist the S-9 in battle tracking CAO and CMO.
           (a) Coordinate all CMOC operations with S-9.
           (b) Ensure CMOC operations are integrated with the supported unit's CMO strategy.
           (c) Assist in coordinating the battle tracking of all CAO and CMO within the AO.

  5. Assist in directing the tasks of the CIM cell and CLTs.
      a. Participate in planning CMOC operations.
        (1) Assist in conducting mission analysis of assigned task.
        (2) Assist in conducting troop to task analysis.
        (3) Assist in prioritizing missions.
        (4) Determine specific CIM cell and CLT tasks and duties.
        (5) Assign duties and responsibilities in support of mission requirements.
      b. Direct the CIM cell as required.
        (1) Provide guidance concerning the input of civil information into the CIM database.
           (a) Provide specific civil information requirements.
           (b) Provide guidance on necessary formats, data structure, and so on to integrate with supported unit.
        (2) Provide guidance on civil information outputs.
           (a) Formats.
           (b) Reports.
           (c) Specific analysis.
           (d) Transfer of civil information data to the supported unit.
           (e) Transfer of civil information data to other entities.
           (f) Dissemination of civil information and analysis to CMOC and subordinate CATs.
        (3) Request civil information reports and analysis as required.
        (4) Direct changes in CIM as required in order to support the CMOC and the supported unit's operational requirements.
        (5) Monitor CIM cell inputs and outputs and direct adjustments as required.
      c. Task CLTs as required.
        (1) Task CLTs to support CMOC operations as required.
           (a) Setup a storefront to facilitate coordination capability.
           (b) Liaison with IPI and local officials.
           (c) Coordinate with IGOs, NGOs, and OGAs.
           (d) Conduct assessments and CR as required.
           (e) Coordinate with military elements including HN military as required.
           (f) Act as a stand alone CAT.
        (2) Assign areas of responsibility for CLTs.
        (3) Provide operational oversight and support.
        (4) Monitor CLT reports.
           (a) Ensure CLT reports are timely and to standard.
           (b) Request clarification as required.
        (5) Provide a priority of effort and focus for CLTs.

  6. Assist in directing and integrating the capabilities of the functional specialty cell.
      a. Coordinate in order to integrate the functional specialty cell capabilities with CMOC and the supported unit's operations.
        (1) Assist in conducting mission analysis of assigned task.
        (2) Assist in conducting troop to task analysis.
        (3) Assist in prioritizing missions.

Performance Steps

          (4) Determine specific functional specialty capabilities that can contribute CMOC operations and missions.

          (5) Determine specific functional specialty capabilities that can contribute to the supported unit's operations.

          (6) Determine specific functional specialty capabilities that can support subordinate unit operations.

          (7) Prioritize CAO and CMO effort and focus pertaining to functional specialty teams.

          (8) Assign functional specialty duties and responsibilities in support of mission requirements.

          (9) Provide guidance concerning the supported units need and requirements for functional specialty support.

     b. Task functional specialty teams as required.

          (1) Task CLTs to support CMOC operations as required.

               (a) Task the rule of law section.

               (b) Task the governance section

               (c) Task the public health and welfare section.

               (d) Task the infrastructure section.

               (e) Task the economic stability section (Civil Affairs Command [CACOM] only).

               (f) Task public education and information section (CACOM only).

          (2) Provide operational oversight and support.

          (3) Monitor functional specialty team reports.

               (a) Ensure functional team reports are timely and to standard.

               (b) Request clarification as required.

  7. Assist in providing information regarding the civil environment.

     a. Determine intelligence and civil information requirements of the supported unit.

          (1) Coordinate with the supported unit S/G/J-2 as required.

          (2) Coordinate with the supported unit S/G/J-9 as required.

     b. Direct the CIM cell to provide required civil information.

     c. Submit RFIs to obtain required civil information.

          (1) Submit RFIs to the supported units as required.

          (2) Submit RFIs to subordinate, adjacent, and higher elements as required.

     d. Assist in analyzing civil information.

          (1) Determine CMO significant developments, issues, and trends.

          (2) Determine the impact and effects of CA and CMO.

          (3) Facilitate coordination between the CMOC intelligence section and the supported unit's S/G/J-2 as required.

     e. Assist is developing analysis products that depict the situation in the civil environment.

          (1) Develop graphs, charts, matrixes, and overlays.

          (2) Develop written products as required.

                (a) Reports.

               (b) Estimates.

               (c) Information papers.

               (d) Others as required.

     f. Disseminate the analysis products as required.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Assisted in integrating the battle rhythms of the supported unit and CMOC.	——	——
2. Assisted in coordinating and integrating logistics reporting with CAO and CMO needs and resources.	——	——

Performance Measures	**GO**	**NO-GO**
3. Ensured the supported commander's COP has updated CIM inputs.	——	——
4. Assisted in battle tracking all CAO and CMO.	——	——
5. Assisted in directing the tasks of the CIM cell and CLTs.	——	——
6. Assisted in directing and integrating the capabilities of the functional specialty cell.	——	——
7. Assisted in providing information regarding the civil environment.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
Required	**Related**
FM 3-05.40	
FM 3-05.401	
FM 5-0	

Subject Area 3: Civil-Military Operations

Develop a Civil-Military Operations Project Management Plan
331-38B-4003

Conditions: As a Civil Affairs (CA) noncommissioned officer assigned to a civil-military operations center (CMOC) or civil military operations cell, you are tasked to develop a civil-military operations (CMO) project management plan in support of operations in the area of operations (AO). All required references and equipment are available.

Standards: Develop a project management plan to include, measures of effectiveness (MOEs)/measures of performance (MOPs), milestones, time line, and an evaluation plan in accordance with FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*; and FM 5-412, *Project Management*. Coordinate with contracting personnel. Brief the plan to the S-9/G-9, CMOC, or the supported commander as required and be prepared to execute the plan.

Performance Steps

1. Obtain a list of approved projects that support the commander's intent. Ensure that—
    a. Projects are not duplicated.
    b. Projects fall within legal guidelines.
    c. Projects are feasible.

2. Develop milestone of the project steps, phases, or tasks. A bar chart may be used that represents all phases of the project with respect to a time scale that represents the duration of production.
    a. List all operations that will be performed during production in a left-justified column.
    b. Plot a vertical time scale of at least three increments to the right of the "Operations" column.
    c. Label each time increment according to the period of time that it represents.
    d. Plot a bar on the time scale that corresponds to each item in the "Operations" column.
        (1) The length of the bar represents the duration of time to perform each operation.
        (2) The position of the bar represents the phase of development that the operation is performed.

3. Develop MOEs/MOPs to determine compliance with approved project plan. Civil-military operations (CMO) planners should ensure that MOEs/MOPs are appropriate, mission related, measurable, sensitive, and useful.
    a. Develop definable MOEs/MOPs for each step or task that includes measures time, quality, and resource requirements.
    b. Develop a list of designated responsible individuals for each task or step.

4. Develop an evaluation plan.
    a. Determine evaluation points on the milestone time line.
    b. Determine who will evaluate the MOEs/MOPs at the evaluation points.
    c. Determine status reporting procedures and format.

5. Coordinate with contracting office.
    a. Review completed project contracts similar to the projects you wish to execute. Look for:
        (1) Location of projects.
        (2) Duplicate projects in the same AO.
            (a) Has the project been planned or completed by another organization?
            (b) Is the project you're planning still valid?
        (3) Time to completion.
        (4) Resource constraints.
    b. Give to contracting office:
        (1) Your projected scope of work.
        (2) Projected project completion time lines.

Performance Steps

           (3) Location.

           (4) Funding sources.

    c. Receive from the contracting office:

           (1) Sanitized scope of work.

           (2) Adjusted completion time lines.

           (3) Calculated costs.

6. Assemble all products from the previous steps into a logical/presentable manner.

7. Present the plan to the S-9/G-9, CMOC, or supported commander and staff as required.
    a. Be prepared to answer any questions.
    b. Be prepared to make adjustments in the plan.
    c. Gain approval of the plan.

8. Prepare to execute the plan in accordance with the supported commander's approval.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Obtained a list of approved projects that support the commander's intent.	——	——
2. Developed milestone of the project steps, phases, or tasks.	——	——
3. Developed MOEs/MOPs to determine compliance with approved project plan.	——	——
4. Developed evaluation plan.	——	——
5. Coordinated with contracting office.	——	——
6. Assembled all products from the previous steps into a logical/presentable manner.	——	——
7. Presented the plan to the S-9/G-9, CMOC or supported commander and staff as required.	——	——
8. Was prepared to execute the plan in accordance with the supported commander's approval.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

Required	**Related**
FM 3-05.401	
FM 5-412	

Evaluate Civil-Military Operations Measures of Effectiveness
331-38B-4005

Conditions: As a Civil Affairs (CA) noncommissioned officer assigned to a civil-military operations center or civil-military operations (CMO) cell of a supported unit, you are given all organic equipment, references, unit standing operating procedure, military decisionmaking process planning documents, and CA assessments. You are tasked to evaluate CMO measures of effectiveness in order to assess operations.

Standards: Evaluate CMO measures of effectiveness (MOEs) in published command guidance to determine the effects on civil considerations during operations, in accordance with FM 3-05.40, *Civil Affairs Operations*; and FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*.

Performance Steps

1. Validate the MOEs to ensure that they are:
    a. Appropriate.
        (1) Verify that the MOEs correlate to the objectives in the CMO Plan.
        (2) Verify that the MOEs correlate to the audience.
    b. Mission-related.
        (1) Verify that the MOEs correlate to the mission.
        (2) Verify that the MOEs indicate critical steps or phases in the mission.
    c. Measurable.
        (1) Verify that the MOEs reflect measurable, quantifiable, and observable data.
        (2) Verify that if nonquantifiable MOEs were used that clear measurement criteria were established and disseminated.
    d. Numerically reasonable.
        (1) Verify that the established MOEs are not excessive.
        (2) Weigh the value of collection efforts against the value of the data.
    e. Sensitive.
        (1) Verify that the MOEs are sensitive to force performance.
        (2) Verify that the MOEs accurately reflect changes related to joint force actions.
        (3) Verify that the MOEs are not greatly affected extraneous factors.
    f. Useful. Verify that the MOEs detect situation changes quickly enough to enable the commander to immediately and effectively respond.

2. Develop evaluation products to assist in measuring the success of an effect.
    a. Develop a MOE spreadsheet to measure each effect's success that directly supports the commander's CMO objective.
        (1) List the CMO goal or objective.
        (2) List the desired effects for each objective.
        (3) List the measures used to gauge each effect.
        (4) List the time period of the report.
        (5) Review the subordinate CMO MOE reports in order to identify any specific information or incidents regarding observed measures.
        (6) Record each observed measure under each objective in the appropriate time period column.
        (7) Color code as appropriate to indicate baseline, positive, neutral, and negative.
    b. Develop a trend analysis spreadsheet for each objective that indicates change in the CMO objectives over time.
        (1) List the CMO goal or objective.
        (2) List the desired effects for each objective.
        (3) List the measures used to gauge each effect.
        (4) List the area of operation (AO).
        (5) List the reporting agency.
        (6) List the key terrain locations.

Performance Steps
        (7) Review the subordinate CMO MOE reports to identify any specific information or incidents regarding observed measures corresponding to each area key terrain location.
        (8) Record each observed measure under each objective in the appropriate key terrain row.
        (9) Calculate and record the total MOE data for each measure.
    c. Develop a trend analysis chart for each objective that indicates change in the CMO objectives over time.
        (1) List the CMO goal or objective.
        (2) List the desired effects for each objective.
        (3) List the time period of the report.
        (4) Review the subordinate CMO MOE reports in order to identify any specific information or incidents regarding effects within the specific timeframe.

  3. Analyze the MOE data from the subordinate reports and evaluation products.
    a. Identify any trends.
        (1) Identify any trends within specific key location areas.
            (a) Determine if there is movement toward or away from the achievement of each desired effect.
            (b) Determine if any specific actions or events contributed to this movement.
            (c) Compare the current situation within each specific area to established norms and historical data.
        (2) Identify any overall trends within the entire AO.
            (a) Determine if there is overall movement toward or away from the achievement of each desired effect.
            (b) Determine if any specific actions or events contributed to this movement.
            (c) Compare the current situation within the AO to established norms and historical data.
            (d) Determine if the desired effects have been achieved throughout the AO.
    b. Develop a system to indicate trends on the evaluation products.
        (1) Indicate baseline information.
        (2) Indicate positive change.
        (3) Indicate neutral (no) change.
        (4) Indicate negative change.
        (5) Code appropriate cells on the evaluation products to indicate baseline information, positive, negative, and neutral change.
    c. Identify any patterns of cause and effect.
        (1) Determine if specific actions or events resulted in positive or negative change.
        (2) Determine if any change resulting from specific actions is occurring across the AO or only in specific areas.
        (3) Identify actions or events that had a positive effect.
        (4) Identify actions or events that had a negative effect.
        (5) Identify actions or events that resulted in no or little change.
    d. Determine the impact of positive, negative, neutral change, or achieving the desired effect as it relates to achieving the CMO objective.
        (1) Determine if the desired effects have been achieved in the specific areas.
        (2) Determine if the desired effects have been achieved throughout the AO.
        (3) Determine a disposition action if the effects have been achieved.
            (a) Consider termination of an activity as required.
            (b) Consider transfer of an activity or task as required.
            (c) Consider transition of an activity or task as required.
            (d) Analyze for unexpected outcomes from achievement of the effect.
        (4) Determine the reasons the effects were not achieved as required.
            (a) Determine if the success levels were set too high.
            (b) Determine if the wrong action was taken.
            (c) Determine other reasons that may have impacted the failed achievement of the effects.
            (d) Consider continuing the operation as currently planned.

Performance Steps

          (e) Consider accepting the results and proceeding with transition as planned.

          (f) Consider redefining the mission.

    e. Determine if the CMO objective was achieved.

    f. Determine if the MOE is still valid or needs to be changed, modified or eliminated due to poor design, situational change, or objective achievement.

    g. Develop a list of recommended actions to achieve the desired effects, supported objective, and the overall mission.

    h. Brief the commander and staff as required.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**

1. Validated the MOEs to ensure that they are:
   a. Appropriate.
   b. Mission-related.
   c. Measurable.
   d. Numerically reasonable.
   e. Sensitive.
   f. Useful.
	——	——

2. Developed evaluation products to assist in measuring the success of an effect.
   a. Develop a MOE spreadsheet to measure each effect's success that directly supports the commander's CMO objective.
   b. Develop a trend analysis spreadsheet for each objective that indicates change in the CMO objectives over time.
   c. Develop a trend analysis chart for each objective that indicates change in the CMO objectives over time.
	——	——

3. Analyzed the MOE data from the subordinate reports and evaluation products.
   a. Identify any trends.
   b. Develop a system to indicate trends on the evaluation products.
   c. Identify any patterns of cause and effect.
   d. Determine the impact of positive, negative, neutral change, or achieving the desired effect as it relates to achieving the CMO objective.
   e. Determine if the CMO objective was achieved.
   f. Determine if the MOE is still valid or needs to be changed, modified, or eliminated due to poor design, situational change, or objective achievement.
   g. Develop a list of recommended actions to achieve the desired effects, supported objective, and the overall mission.
   h. Brief the commander and staff as required.
	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

    Required   **Related**

    FM 3-05.40

    FM 3-05.401

    FM 5-0

Subject Area 5: Staff Skills

Prepare an Operations Plan/Order
331-38B-4007

Conditions: As a Civil Affairs (CA) noncommissioned officer assigned to the civil-military operations (CMO) cell of a supported unit, you are given all organic equipment, references, unit standing operating procedure (SOP), and military decisionmaking process (MDMP) planning documents. You are tasked to prepare an operation order (OPORD) to prepare for future operations.

Standards: Prepare an OPORD in accordance with FM 5-0, *Army Planning and Orders Production*.

Performance Steps

1. Complete the administrative header data portions of the operations plan (OPLAN)/OPORD.
    a. Place the classification centered at the top and bottom of every page of the OPLAN/OPORD.
    b. Place the change to verbal orders information centered on line 2 if the commander has issued a verbal order.
        (1) Place "No change from Verbal Orders" if there is no change.
        (2) Place "No change from Verbal Orders except paragraph #" if there are changes.
        (3) List the paragraph numbers of the order that reflect changes from previous verbal orders.
    c. Place "Copy # of # Copies" aligned to the right on line 3.
    d. Place the unit designation of the issuing headquarters aligned to the right on line 4.
    e. Provide the location of issuing headquarters aligned to the right on line 5.
        (1) Provide the name of the town or location in capital letters.
        (2) Provide military grid reference system (MGRS) coordinates in parenthesis.
        (3) Provide the name of the country in capital letters.
    f. Place the date-time group (DTG) of signature aligned to the right on line 6.
        (1) Use DTG format
            (a) The date and time, expressed in digits and time zone suffix, at which the message was prepared for transmission (Expressed as six digits–first pair of digits denotes the date, second pair the hours, third pair the minutes).
            (b) The date and time are followed by a three-letter month abbreviation and two-digit year abbreviation.
        (2) Use time zone ZULU unless the order states otherwise or when the order applies to units in different time zones.
    g. Provide a message reference number in accordance with unit SOP and aligned to the right on line 7.
    h. Provide the OPLAN/OPORD number and operation code name.
        (1) Place the assigned OPLAN/OPORD number and operations code name on line 8.
        (2) Place the OPLAN/OPORD number and operations code name at the top of the second and all subsequent pages.
    i. Provide references starting on line 9.
        (1) Place the word "References" aligned to the left on line 9 followed by a colon.
        (2) List all applicable references needed to understand and interpret the order including—
            (a) Maps–refer to maps using series number, sheet number, name, edition and scale.
            (b) Charts.
            (c) Datum (any numerical or geometrical quantity or set of such quantities that may serve as reference or base for other quantities).
            (d) OPLANS/OPORDS of higher headquarters referenced including relevant annexes.
            (e) Relevant plans of participating civilian organizations.
            (f) Relevant civilian agency operations guides and standards documents.
            (g) Coordinated transition plans.
            (h) International treaties and agreements.
            (i) Others as applicable.

Performance Steps

    j. Provide the task organization.

        (1) Place "Task Organization:" on the next line aligned to the left.

        (2) Describe the allocation of forces to support the concept of operations.

            (a) Use Arabic numbers when writing numerical designations.

            (b) Insert distinguishing letters for the country between the numerical designation and the unit name when distinguishing between forces of two or more nations.

            (c) Use abbreviated designations of organic units.

            (d) Use full designation of nonorganic units to avoid confusion.

            (e) Use a plus (+) symbol in parentheses when attaching one or more subelements of a similar function.

            (f) Use a minus (-) symbol in parentheses when deleting one or more subelements of a similar function.

            (g) Assign task force names by using the last name of the task force commander, a code name or a numerical designation.

        (3) State the command relationship as assigned, attached, operational control, or tactical control of all units supporting the mission.

        (4) State any support relationships as general support, general support reinforcing, reinforcing and direct support.

        (5) State task organization by size, numerically then alphabetically based on the following sequence: (Refer to FM 5-0 Appendix F; page F-12 for a complete sequence).

            (a) Combat arms elements.

            (b) Logistics elements.

             (c) Logistics support.

        (6) Write the interagency task organization by identifying liaison officers and the units or organizations that they support.

        (7) Include any indigenous populations and institutions, intergovernmental organizations, nongovernmental organizations, or other government agencies task organization and structure as required for coordination or support of the mission.

        (8) Place the task organization in annex A of the OPLAN/OPORD if it is long or complicated.

2. Write the situation paragraph and label it paragraph 1.

    a. Write the paragraph title situation aligned to left and number it paragraph one.

        (1) Write the enemy forces subparagraph and label it subparagraph (a).

            (a) Detail information regarding enemy forces down to two echelon levels below the corresponding level of the issuing headquarters of the OPLAN/OPORD.

            (b) Describe the enemy's most likely and most dangerous courses of action (COAs).

            (c) Provide sketches of the COAs and append to annex B (Intelligence) as required.

            (d) Include an assessment of terrorist activities and threats directed against the United States Government interests in the area of operations (AO).

        (2) Write the friendly forces subparagraph and label it subparagraph (b).

            (a) List the mission, commander's intent, and concept of operations for headquarters one and two levels higher.

            (b) Include subparagraphs that state the missions of flank, adjacent, and other units whose actions have significant effect on the issuing headquarters.

        (3) Write the environment subparagraph and label it subparagraph (c).

            (a) Write the terrain subparagraph by listing and detailing all critical aspects of the terrain that would impact operations (refer to appendix 3 [Terrain] to annex E [Engineer] as required).

            (b) Write the weather subparagraph by listing all critical weather aspects that would impact operations (refer to appendix 4 [Weather] to annex B [Intelligence] as required).

            (c) Write the civil considerations subparagraph by listing all critical civil considerations that would impact operations (refer to annex Q [CMO] as required).

Performance Steps

        (4) Write the attachments and detachments subparagraph and label it subparagraph (d).
           (a) Do not repeat information in the task organization or in annex A (Task Organization).
           (b) Place "See Task Organization" or "See annex A" if no additional information is required.
           (c) List units that are attached or detached from the issuing headquarters.
           (d) State when attachment or detachment is effective if different from the OPLAN/OPORD.
           (e) Use the term "remains attached" when units will be or have been attached for some period of time.
        (5) Write the assumptions subparagraph and label it subparagraph (e) only if the product is an OPLAN.
           (a) List all assumptions related to any aspect of the mission.

3. Write the mission paragraph and label it paragraph 2
    a. Provide the commander's restated mission from the mission analysis phase of MDMP.
    b. Describe the unit's essential tasks and purpose.
    c. Describe the action to be taken.
    d. Describe the reason for doing the task.
    e. Incorporate the five elements of a mission statement by answering the following questions:
        (1) Who will execute the operation (unit/organization)?
        (2) What is the unit's essential task (tactical mission task)?
        (3) When will the operation begin (by time or event) or what is the duration of the operation?
        (4) Where will the operation occur (AO, objective, grid coordinates)?
        (5) Why will the force conduct the operations (for what purpose or reason)?
    f. Ensure no subparagraphs are used.

4. Write the execution paragraph and label it paragraph 3
    a. State the commander's intent beginning on the first line of the execution paragraph.
    b. Write the concept of operations subparagraph.
        (1) Describe how the commander sees the actions of subordinate units fitting together to accomplish the mission.
           (a) Expand on the commander's selected COA.
           (b) Describe how elements will coordinate and cooperate.
           (c) Ensure that the concept of operations is consistent with that of the command guidance and the next two higher commanders.
           (d) Describe the employment of major maneuver elements in a scheme of maneuver.
           (e) Describe a plan of fire support (scheme of fires) supporting the maneuver as required.
           (f) Describe how other major elements or warfighting functions are integrated within the operation using a separate subparagraph for each.
           (g) Include any other details the commander considers appropriate to clarify the concept of operations and ensure unity of effort.
        (2) Use subparagraphs to describe each phase when the operation involves two or more distinct and separate phases as required.
        (3) Use subparagraphs based on the commander's guidance, the level of command, and the complexity of the operation.
           (a) Maneuver subparagraph–state the scheme of maneuver.
               (1) Address the decisive and shaping operations including security operations and use of reserves.
               (2) Specify the purpose of each operation.
               (3) Ensure information in unit subparagraphs is not duplicated.

Performance Steps

       (b) Fires subparagraph–state the scheme of fires.

          (1) State which units have priority of fire.

          (2) Refer to annex D (Fire Support) as required.

          (3) Include the subparagraphs for air support, field artillery support, naval gunfire support, and fire support coordinating measures if annex D is not used.

       (c) Intelligence, surveillance and reconnaissance (ISR) subparagraph–state the overall reconnaissance objective.

          (1) Outline the ISR concept and its relation to the scheme of maneuver.

          (2) Address how ISR assets are operating in relation to the rest of the force.

       (d) Intelligence subparagraph–describe the intelligence system concept.

          (1) State the priority of effort among situation development, targeting, and battle damage assessment.

          (2) Describe the priority of support to units.

          (3) Describe the priority of counterintelligence effort.

          (4) Refer to annex B (Intelligence) and annex L (Intelligence, Surveillance and Reconnaissance) as required.

       (e) Engineer subparagraph–state the overall concept of engineer support.

          (1) State which units have priority of support.

          (2) State a logical sequence the key maneuver, counter-maneuver, security; general engineering, and geospatial tasks that when integrated will accomplish the mission.

          (3) Refer to annex F (Engineer) as required.

       (f) Air and missile defense subparagraph–state the overall concept of air and missile defense.

          (1) Include consideration of potential Air Force counter-air support and dedicated air defense units.

          (2) Establish priority of air defense for general support units.

          (3) Provide air defense weapons status and warning status.

          (4) Refer to annex G (Air Defense) as required.

       (g) Information operation (IO) subparagraph–state the IO concept of support.

          (1) List the IO objectives.

          (2) Refer to annex P (Information Operations) as required.

       (h) Chemical, biological, radiological, nuclear, and high-yield explosives (CBRNEs) operations subparagraph–state the overall concept of CBRNE operations.

          (1) Address functions or support roles of organic or attached chemical and smoke units if not clear in task organization.

          (2) Establish priorities of work if not addressed in unit SOPs.

          (3) Refer to annex J (Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives Operations) as required.

       (i) Military police (MP) operations subparagraph–state the overall concept of MP operations in support of the scheme of maneuver.

          (1) Assign priorities of effort and support.

          (2) Address functions or support roles of organic or attached MP units if not clearly addressed in the task organization.

          (3) Establish priority of support to enemy prisoner of war operations, circulation control plan and rear area security if not addressed elsewhere.

          (4) Refer to annex K (Provost Marshal) as required.

       (j) Civil-military operations subparagraph–state the overall CMO concept.

          (1) Assign priorities of effort and support.

          (2) Address functions or support roles of organic or attached CA units if not clearly addressed in the task organization.

          (3) Refer to annex Q (Civil-Military Operations) as required.

  c. Write the tasks to maneuver units subparagraph.

    (1) State the missions or tasks assigned to each maneuver unit that reports to the issuing headquarters.

    (2) Include a purpose with every task that is linked to the concept of operations.

Performance Steps
        (3) Use a separate subparagraph for each unit.
        (4) Cross-reference attachments that have assigned tasks.
        (5) List units in task organization order including reserves.
        (6) State only tasks that are necessary for comprehension, clarity, and emphasis.
        (7) Place tasks that affect two or more units in the coordinating instructions subparagraph.
    d. Write the tasks to other combat and combat support units.
        (1) State the missions or tasks assigned to non maneuver combat units and logistics support units.
        (2) Cross-reference attachments that have assigned tasks
        (3) Use a separate subparagraph for each unit.
        (4) List units in task organization order including reserves.
        (5) List only those tasks that are not specified elsewhere.
    e. Write the coordinating instructions subparagraph.
        (1) Provide instructions and details of coordination that apply to two or more subordinate units not covered by SOP.
        (2) Include the following subparagraphs.
          (a) Time or condition when the plan or order becomes effective.
          (b) Commander's critical information requirements (CCIR).
            (1) List all CCIR.
            (2) Ensure CCIR are identical with CCIR listed in other annexes.
          (c) Risk reduction control measures.
          (d) Include only measures unique to this operation that are not included in unit SOPs such as mission-oriented protective posture, operational exposure guidance, troop-safety criteria (corps only), vehicle recognition signals and fratricide prevention measures.
          (e) Rules of engagement. Refer to annex E (Rules of Engagement) as required.
          (f) Environmental considerations.
          (g) Force protection as required.
          (h) Additional coordinating instructions as required.

5. Write the service support paragraph and label it paragraph 4.
    a. Address service support as needed to clarify the service support concept.
    b. Refer to annexes if required.
    c. Include subparagraphs as required including the following:
        (1) Support concept subparagraph–state the concept of logistics support to provide nonlogistics support commanders and their staff a visualization of how the operation will be supported by providing the following as required:
          (a) A brief synopsis of the support command mission.
          (b) Support command headquarters or support area.
          (c) The next higher level's support priorities and where the issuing headquarters fits into those priorities.
          (d) The commander's priorities of support.
          (e) Units in the next higher logistics organization supporting the unit.
          (f) The use of host-nation support.
          (g) Significant or unusual logistics support issues that may impact the mission.
          (h) Any significant sustainment risks.
          (i) Unique support requirements in the functional areas of manning, arming, fueling, fixing, moving, and sustaining solders and their systems.
          (j) The support concept organized into a framework based on operational phasing.
         (2) Material and services support subparagraph.
        (3) Health services support subparagraph.
        (4) Personnel service support subparagraph.

Performance Steps

6. Write the command and signal paragraph and label it paragraph 5.
    a. Write the command subparagraph.
        (1) Provide the current locations of each command post and at least one future location of each using MGRS coordinate.
        (2) Identify the chain of command if not identified in the unit SOP or if the chain of command is changed for this order.
    b. Write the signal subparagraph.
        (1) List signal instruction not specified in unit SOPs.
        (2) Identify the specific signal operating instructions in effect.
        (3) Identify required reports, formats and times of submission.

7. Complete the administrative footer data portions of the OPLAN/OPORD.
    a. Write the acknowledge statement.
        (1) Place "Acknowledge:" aligned to the left.
        (2) Provide instructions for the acknowledgement of the plan or order by addressees.
    b. Place the commander's last name aligned to the right.
    c. Place the commander's rank aligned to the left and one line down from the commander's name.
    d. Acquire the commander's or authorized representative's signature on the original copy.
        (1) Add the phrase "For the Commander" if the authorized representative signs the order.
        (2) File and safeguard the signed copy as an historical record.
    e. Place the phrase "OFFICIAL:" aligned to the left and two lines down from the commander's rank.
    f. Provide authentication information if the commander does not sign the original.
        (1) Provide the authenticator's name aligned to the left on the next line.
        (2) Provide the authenticators position aligned to he left on the next line.
    g. Provide the cross-referenced list of annexes.
        (1) Place the phrase "ANNEXES:" two lines down.
        (2) List the annexes including required appendices and tabs by letter and title aligned to left.
            (a) Annex A (Task Organization).
            (b) Annex B (Intelligence).
            (c) Annex C (Operation Overlay).
            (d) Annex D (Fire Support).
            (e) Annex E (Rules of Engagement).
            (f) Annex F (Engineer).
            (g) Annex G (Air and Missile Defense).
            (h) Annex H (Command, Control, Communication, and Computer Operations).
            (i) Annex I (Service Support).
            (j) Annex J (Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives Operations).
            (k) Annex K (Provost Marshal).
            (l) Annex L (Intelligence, Surveillance, and Reconnaissance Operations).
            (m) Annex M (Rear Area and Base Security).
            (n) Annex N (Space).
            (o) Annex O (Army Airspace Command and Control).
            (p) Annex P (Information Operations).
            (q) Annex Q (Civil-Military Operations).
            (r) Annex R (Public Affairs).
        (3) Place the phrase "not used" if an annex is not used.
    h. Provide distribution information.
        (1) Place the phrase "DISTRIBUTION:" aligned to the left two lines down from the last annex listed.
        (2) Provide distribution copies for action or for information.

Performance Steps

        (3) List in detail who will receive a copy of the plan or order.

           (a) Refer to an annex containing a distribution list, a standard distribution list, or SOP as required.

           (b) Include any distribution to reinforcing, supporting and adjacent units not normally included.

        (4) Cite the complete distribution list when the distribution includes a unit from another nation or from a North Atlantic Treaty Organization command.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Completed the administrative header data portions of the OPLAN/OPORD.	——	——
2. Wrote the situation paragraph.	——	——
3. Wrote the mission paragraph.	——	——
4. Wrote the execution paragraph.	——	——
5. Wrote the service support paragraph.	——	——
6. Wrote the command and signal paragraph.	——	——
7. Completed the administrative footer data portions of the OPLAN/OPORD.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

Required	**Related**
FM 3-05.40	FM 1-02
FM 3-05.401	
FM 5-0	

Prepare a Civil-Military Operations Estimate
331-38B-4009

Conditions: As a Civil Affairs (CA) noncommissioned officer assigned to a civil-military operations cell of a supported unit headquarters, you are given FM 3-05.40, *Civil Affairs Operations*; FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*; FM 5-0, *Army Planning and Orders Production*; FM 6-0, *Mission Command: Command and Control of Army Forces*; and other pertinent references, military decisionmaking process (MDMP) planning documents, and assessment data. You are tasked to prepare a civil-military operations (CMO) estimate. A computer with word processing software is available for use.

Standards: Prepare a CMO running estimate, in accordance with FM 3-05.40, Appendix B.

Performance Steps

1. Complete administrative fields of the CMO running estimate.
    a. Provide the proper classification header and footer.
    b. List the issuing headquarters.
    c. List the place of issue.
    d. List the date-time group.
    e. List the CMO running estimate number.
    f. List references that are used or provide particular CMO information.
        (1) Charts.
        (2) CMO related documents.
        (3) Local command guidance.
        (4) Others as applicable.

2. Complete paragraphs 1 and 2 of the CMO running estimate by performing a mission analysis.
    a. Analyze the initial CMO mission based on the mission statement from the higher headquarters commander.
    b. Develop a restated CMO mission statement in paragraph 1 of the CMO running estimate that can best integrate CMO into the overall operation.
    c. Identify characteristics of the area of operation (AO) and the civil-military environment that may influence friendly and enemy operations and annotate them in (paragraph 2a) of the CMO running estimate.
        (1) Describe how the military aspects of weather affect CMO.
        (2) Describe how aspects of the terrain affect CMO.
        (3) Describe the civil considerations.
            (a) Describe the attitude of the population as either cooperative or uncooperative.
            (b) Describe the availability of the population as either cooperative or uncooperative as well as the skill sets and capabilities.
            (c) Describe the availability of local material and personnel to support military operations.
            (d) Annotate the number of dislocated civilians (DC) in the area.
            (e) Describe the amount and type of war damage suffered by the economy particularly regarding transportation, public utilities, and communications.
            (f) Describe the status and character of the civil government.
            (g) State the health of the civilian populace.
            (h) Describe the ability of local police, judicial authorities, and correction officials to maintain public order.
            (i) Describe the CMO environment to include area, structures, capabilities, organizations, people, and events (ASCOPE) if operating at the tactical level.
    d. Address enemy capabilities and their ability to influence or affect planned military operations and CMO in paragraph 2b.
        (1) Sabotage.
        (2) Espionage.
        (3) Subversion.

Performance Steps

(4) Terrorism.
(5) Movement of DC.

e. Address CMO resource capabilities of friendly forces in paragraph 2c.

(1) Current status of CMO resources.

(a) Civil Affairs forces.
(b) Intergovernmental organizations.
(c) Nongovernmental organizations.
(d) Other government agencies.
(e) List CMO assumptions that were developed during mission analysis in paragraph 2d.

3. Identify COAs in paragraph 3 of the CMO running estimate.
   a. List COA that was wargamed during the MDMP.
   b. List evaluation criteria that were established during COA analysis.

4. Analyze COAs in paragraph 4 of the CMO estimate.
   a. Provide a written analysis of the CMO concept of support using the CMO analysis for each COA in paragraph 4, section (1).
   b. Provide a written estimate of the likelihood of accomplishing CMO objectives in the time available, given friendly CMO capabilities and vulnerabilities versus likely threat COA in paragraph 4, section (2).
   c. Identify any possible unintended consequences of CMO tasks and the impact they could have on friendly and enemy COA in paragraph 4, section (3).
   d. Identify critical subsystems within ASCOPE that should be evaluated within COA analysis to assess CMO in paragraph 4, section (4).
   e. Provide a written assessment of the effectiveness of CMO related capabilities in relation to each other, and the most significant CMO-related vulnerabilities in paragraph 4 section (5).
   f. Provide a written evaluation of the risk of failure to reach CMO goals or objectives in terms of effects on the success of the COA in paragraph 4, section (6).
   g. Provide a written analysis of the risk in executing CMO in the COA in terms of nonavailability of assessments or resources in paragraph 4, section (7).
   h. List essential elements of friendly information for this COA.

5. Compare COA in paragraph 5 of the CMO estimate.
   a. Prepare a decision matrix that ranks the COA by importance and identifies the COA to be wargamed.
   b. Provide a written comparison of the costs of CMO in each COA based on the resources and time required executing them in relation to the operational impact of their success (if a stated evaluation criteria).
   c. Provide a written comparison of the levels of risk to COA success and friendly assets should CMO fail.
   d. Summarize the advantages and disadvantages to CMO in each COA.

6. Provide recommendations and conclusions in paragraph 6 of the CMO estimate.
   a. Recommend a COA that is based on the comparison that is most supportable from the CMO perspective.
   b. Present CMO issues, deficiencies, and risks and issues as well as recommendations to reduce their impact.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Completed administrative fields of the CMO estimate.	____	____

Performance Measures	**GO**	**NO-GO**
2. Completed paragraphs 1 and 2 of the CMO estimate by performing a mission analysis.	——	——
3. Identified COA in paragraph 3 of the CMO estimate.	——	——
4. Analyzed COA in paragraph 4 of the CMO estimate.	——	——
5. Compared COA in paragraph 5 of the CMO estimate.	——	——
6. Provided recommendations and conclusions in paragraph 6 of the CMO estimate.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

Required	**Related**
FM 3-05.401	
FM 5-0	
FM 6-0	

Identify the Joint Planning Process
331-38B-4013

Conditions: As a Civil Affairs (CA) senior noncommissioned officer assigned to a joint level civil-military operations (CMO) staff (joint task force, theater special operations command, joint civil-military operations task force or joint level civil-military operations center), you are given JP 5-0, *Doctrine for Planning Joint Operations*. You are tasked to assist the staff in planning Civil Affairs operations or CMO and to identify the joint operation planning process (JOPP).

Standards: Identify and describe the key aspects of the JOPP in accordance with JP 5-0.

Performance Steps

1. Describe key aspects of joint strategic planning.
    a. Describe what joint strategic planning does. Joint strategic planning provides strategic guidance and direction to the Armed Forces of the United States for security cooperation planning, joint operation planning and force planning.
    b. Describe the purpose of national- theater-strategic levels of joint strategic planning. The different levels of joint strategic planning are used to help the President, Secretary of Defense (SecDef), and other members of the National Security Council—
        (1) Formulate political–military assessments.
        (2) Define political and military objectives and end states.
        (3) Develop strategic concepts and options.
        (4) Allocate resources.
    c. Describe who uses national-strategic level of joint strategic planning and why. Joint strategic planning is used by the Chairman of the Joint Chiefs of Staff (CJCS) in consultation with other members of the Joint Chiefs of Staff in order to—
        (1) Advise and assist the President and SecDef regarding the strategic direction of the Armed Forces of the United States and the preparation of policy guidance.
        (2) Advise and assist the SecDef on program recommendations and budget proposals to conform to priorities established in strategic plans; and
        (3) Transmit the strategic guidance and direction of the President and SecDef to the combatant commands, military Services and combat support agencies.
    d. Describe the purpose of joint strategic planning at the geographic combatant commanders (GCCs) level. The purpose of joint strategic planning at the GCC level is to focus planning at their specific areas of responsibility as defined in the unified command plan.
    e. Identify the three components of joint strategic planning.
        (1) Security cooperation planning. Security cooperation planning is the means by which the Department of Defense encourages and enables countries and organizations to work with the United States to achieve strategic objectives through a focused program of bilateral and multilateral defense activities with foreign countries to serve mutual security interests and build defense partnerships.
        (2) Force Planning. Force planning is associated with creating and maintaining military capabilities and encompasses all of those activities performed by the supported combatant commander, subordinate component commanders, and support agencies to select, prepare, integrate, and deploy the forces and capabilities required to accomplish the mission.
        (3) Joint Operation Planning. Joint operation planning is the overarching process that guides joint force commanders (JFCs) in developing plans for the employment of military power within the context of national-strategic objectives and national-military strategy to shape events, meet contingencies, and respond to unforeseen crises.
    f. Identify the steps of the JOPP.
        (1) Planning initiation.
        (2) Mission analysis.
        (3) Course of action (COA) development.

Performance Steps

        (4) COA analysis and wargaming.
        (5) COA comparison.
        (6) COA approval.
        (7) Plan or order development.

2. Identify the planning initiation step of the JOPP.
    a. JOPP begins when an appropriate authority recognizes potential for military capability to be employed in response to a potential or actual crisis. At strategic level the initiating authority is the President, SecDef, or CJCS when they decide to develop military options.
    b. Combatant commanders and other commanders may initiate planning on their own authority when they identify a planning requirement not directed by higher authority. A warning order may initiate when issued by the CJCS.
    c. Planning is continuous once execution begins.
       (1) The Operations Directorate (J-3) focuses on the following—
         (a) Branch planning.
         (b) Current operations.
       (2) The Plans Directorate (J-5) of the JFC staff focuses on the following—
         (a) Planning sequels.
         (b) Potential future operations.

3. Identify the mission analysis step of the JOPP.
    a. Define the purpose of mission analysis. The mission analysis is to understand the problem and purpose of the operation and issue appropriate guidance to drive the rest of the planning process.
    b. Determine the steps of mission analysis.
       (1) Determine known facts, current status, or conditions.
       (2) Analyze the higher commander's mission and intent.
       (3) Determine own specified, implied, and essential tasks.
       (4) Determine operational limitations.
       (5) Develop assumptions.
       (6) Determine own military end state, objectives, and initial effects.
       (7) Determine own and enemy's centers of gravity and critical factors.
       (8) Determine initial commander's critical information requirements (CCIR).
       (9) Review strategic communication guidance (when applicable).
      (10) Conduct initial force structure analysis.
      (11) Conduct initial risk assessment.
      (12) Develop mission statement.
      (13) Develop mission analysis brief.
      (14) Prepare initial running estimates.
      (15) Publish commander's planning guidance and initial intent.

4. Identify the COA development step of the JOPP.
    a. Determine COA requirements.
       (1) Answer what type of military action will occur.
       (2) Answer why the action is required (purpose).
       (3) Answer who will take the action.
       (4) Answer when the action will begin.
       (5) Answer where the action will occur.
       (6) Answer how the action will occur (method of employment of forces).
    b. Describe the characteristics of a valid COA.
       (1) Adequate–Can accomplish the mission within the commander's guidance.
       (2) Feasible–Can accomplish the mission within the established—
         (a) Time.
         (b) Space.
         (c) Resource limitations.
       (3) Acceptable–Must balance cost and risk with the advantage gained.

Performance Steps

        (4) Distinguishable–Must be sufficiently different from the other COAs.

        (5) Complete–Must incorporate the following—

            (a) Objectives, effects, and tasks to be performed.

            (b) Major forces required.

            (c) Concepts of deployment, employment, and sustainment.

            (d) Time estimates for achieving objectives.

            (e) Military end state.

            (f) Mission success criteria.

    c. Determine the requirements of a COA at the theatre level.

        (1) Major strategic and operational tasks to be accomplished in the order in which they are to be accomplished.

        (2) Capabilities required.

        (3) Task organization and related communications systems support concept.

        (4) Deployment concept.

        (5) Estimate of time required to reach mission success criteria or termination criteria.

        (6) Concept of maintaining a theater reserve.

5. Describe the COA analysis and wargaming step of the JOPP.

    a. Identify advantages and disadvantages of each proposed friendly COA.

        (1) Potential decision points.

        (2) Task organization adjustment.

        (3) Data for use in a synchronization matrix or other decisionmaking tool.

        (4) Identification of plan branches and sequels.

        (5) Identification of high-value targets.

        (6) A risk assessment.

        (7) Recommended CCIR.

    b. Wargame the COAs.

        (1) Prepare for the wargame by:

            (a) Gathering the tools.

            (b) Listing and reviewing information on friendly forces, enemy forces, and critical events.

            (c) Determining the participants.

            (d) Determining the enemy action (COA) to oppose.

            (e) Selecting a wargaming method.

            (f) Selecting a method to record and display wargaming results (narrative, sketch and note, wargame worksheets, synchronization matrix).

        (2) Conduct the wargame and assess the results by using basic methodology including:

            (a) Action, reaction, and counteraction.

            (b) Identifying gaps in the plan.

            (c) Visualizing the flow of operations.

        (3) Provide wargame output to include:

            (a) A wargame brief.

            (b) Revised running estimates.

            (c) Refined COAs.

            (d) Feedback (through the COA decision brief).

6. Describe the COA comparison step in the JOPP. Determine the COA with the highest probability of success and that best meets the following criteria:

    a. Mitigates risk to the force and mission to an acceptable level.

    b. Places the force in the best posture for future operations.

    c. Provides maximum latitude for initiative by subordinates.

    d. Provides the most flexibility to meet unexpected threats and opportunities.

7. Identify the COA approval step of the JOPP.

    a. Determine the best COA to recommend to the commander.

Performance Steps

    b. Develop the Civil Affairs operations briefing in the commander's estimate format and include:
        (1) Intent of the next two higher commanders.
        (2) Current status of the joint force.
        (3) Current joint intelligence preparation of the operational environment.
        (4) All assumptions used in COA development.
    c. Brief the commander as required.
    d. Receive guidance from the commander regarding the selected COA.

  8. Identify the plan or order development step of the JOPP.
    a. Develop an executable concept of operations (CONOPS).
        (1) State the commander's intent.
        (2) Describe the central approach the JFC intends to take to accomplish the mission.
        (3) Provide for the application, sequencing, synchronization, and integration of forces and capabilities in time, space, and purpose (including those of multinational and interagency organizations as appropriate).
        (4) Describe when, where, and under what conditions the supported commander intends to give or refuse battle, if required.
        (5) Focus on friendly and adversary centers of gravity and the associated critical vulnerabilities.
        (6) Avoid discernible patterns and make full use of ambiguity and deception.
        (7) Provide for controlling the tempo of the operation.
        (8) Visualize the campaign in terms of the forces and functions involved.
        (9) Relate the joint force's objectives and desired effects to those of the next higher command and other organizations as necessary.
    b. Write or graphically portray the CONOPS in sufficient detail so that subordinate and supporting commanders understand:
        (1) Their mission.
        (2) Tasks.
        (3) Other requirements.
        (4) That supporting plans can be develop accordingly.
    c. Assist with plan development activities as required including—
        (1) Force planning.
        (2) Support planning.
        (3) Nuclear strike planning.
        (4) Deployment planning.
        (5) Shortfall identification.
        (6) Feasibility analysis.
        (7) Refinement.
        (8) Documentation.
        (9) Plan, review and approval.
      (10) Supporting plan development.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	**GO**	**NO-GO**
1. Identified the key aspects of joint strategic planning.	——	——
2. Identified the planning initiation step of the JOPP.	——	——

3. Described the mission analysis step of the JOPP.
    a. Describe the purpose of mission analysis.
    b. Determine the steps of mission analysis.
	——	——

Performance Measures	**GO**	**NO-GO**

4. Identified the COA development step of the JOPP.   —— ——
    a. Describe the characteristics of a valid COA.
        (1) Adequate.
        (2) Feasible.
        (3) Acceptable.
        (4) Distinguishable.
        (5) Complete.
    b. Determine the requirements of a COA at the theater level.

5. Identified the COA analysis and wargaming step of the JOPP.   —— ——
    a. Identified advantages and disadvantages of each proposed friendly COA.
    b. Wargame the COAs.

6. Identified the COA comparison step in the JOPP.   —— ——

7. Identified the COA approval step of the JOPP.   —— ——
    a. Determine the best COA to recommend to the commander.
    b. Develop the CAO briefing in the commander's estimate format.
    c. Brief the commander as required.
    d. Receive guidance from the commander regarding the selected COA.

8. Identified the plan or order development step of the JOPP.   —— ——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References
   Required   **Related**
   JP 5-0

Subject Area 6: Transition Operations

Plan Transition Operations
331-38B-4006

Conditions: As a Civil Affairs (CA) noncommissioned officer on a supported unit staff, given an operation order (OPORD); JP 3-57.1, Joint Doctrine for Civil Affairs; FM 5-0, *Army Planning and Orders Production*; FM 3-05.40, *Civil Affairs Operations*; and FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*; you are given the requirement to assist the civil-military operations (CMO) staff in planning transition operations.

Standards: Identify civil issues that may affect transition planning, analyze the OPORD and develop the transition plan in accordance with FM 5-0, *Army Planning and Orders Production*; FM 3-05.40, FM 3-05.401, and JP 3-57.1.

Performance Steps

1. Identify issues that may have an effect on transition planning include the following:
   a. Who will determine when the transition begins or is complete?
   b. Has the end state been accomplished?
   c. Who will fund the transition?
   d. What is the new mission for the departing unit?
   e. What United States (U.S.) forces, equipment, and supplies will remain behind?
   f. What will be the command relationship for U.S. forces that remain behind?
   g. What will be the communications requirements for U.S. forces that remain behind?
   h. Who will support the U.S. forces that remain behind?
   i. Can intelligence be shared with the incoming force or organization?
   j. Will new rules of engagement be established?
   k. Will ongoing operations including CMO projects be discontinued or interrupted?
   l. Will the United States be expected to provide communications capability to the incoming force or organization?
   m. Will the incoming force or organization use the same headquarters facility as the departing force?
   n. What is the policy for redeployment of the departing force?
   o. Will sufficient security be available to provide force protection?
   p. Who will provide force protection?
   q. Who will handle public affairs for the transition?
   r. Have redeployment airlift or sealift arrangements been approved and passed to the United States Transportation Command?

2. Conduct analysis of the OPORD and command directives pertaining to transition and redeployment.
   a. Determine the military unit or organization that the unit will transition with.
      (1) U.S. forces.
         (a) Supported unit, relief in place.
         (b) CA team rotation.
      (2) Other military forces.
         (a) Multinational forces.
         (b) Host nation military forces.
      (3) Other government agencies.
         (a) Department of State.
         (b) United States Agency for International Development.
      (4) International community.
         (a) Regional organizations.
         (b) United Nations organizations.

Performance Steps

        (c) International Committee of the Red Cross.
        (d) Other intergovernmental organizations (IGOs).
     (5) Indigenous populations or institutions (IPI) or civilian government.
  b. Determine the time line.
     (1) Arrival date or window of the incoming unit or organization.
     (2) Transportation requirements and who is responsible for transporting the incoming unit or organization.
     (3) Arrival date at duty location.
     (4) Outgoing unit departure date.
  c. Determine the category of transition operation that will be conducted.
     (1) Category 1–termination of an activity or task.
     (2) Category 2–transfer of an activity or task to follow-on forces or the international community.
     (3) Category 3–transition of an activity or task to the IPI.
  d. Determine the transportation requirements of the incoming unit or organization from the point of debarkation.
  e. Determine what equipment if any will be transferred to the incoming force or organization.
  f. Determine if current operations will be continued or changed to another format.
  g. Determine the scheduled redeployment window and mode of transportation.
  h. Identify any command directed tasks or requirements that must be accomplished prior to or as part of the transition.
  i. Determine if ongoing CMO projects will be completed, transferred, or halted as part of the transition.
  j. Determine if facilities will be dismantled, transferred, or returned to proper authority as part of the transition.
  k. Notify the chain of command of any irresolvable issues with the time line.

3. Develop a plan for transition.
  a. Define the end state.
     (1) Continuity of current operations.
     (2) Modification of current operations to some other format.
     (3) Termination of operations.
  b. Identify the organizational structure required to perform the task or mission.
  c. Identify and match components within the incoming organization that are the same or similar in nature to components within the unit being replaced.
  d. Identify the equipment and facilities required to perform the task or mission.
     (1) Plan to turn over the facilities to the incoming unit or organization.
        (a) Prepare facilities.
        (b) Schedule an inspection or orientation tour.
        (c) Prepare property control paperwork for transfer of facilities.
     (2) Inventory and inspect equipment that will be transferred and prepare shortage annexes.
        (a) Prepare property control paperwork for transfer of equipment.
        (b) Plan to inventory and transfer property with the incoming unit or organization.
  e. Develop time lines that provide sufficient overlap between the outgoing forces.
  f. Determine the criteria that will dictate when the incoming organization will assume control.
     (1) Target date.
     (2) Task standard.
     (3) Level of understanding.
  g. Plan to orient the incoming organization to the area.
     (1) Develop an operations and intelligence briefing.
        (a) Determine the level of information that can be disseminated to the incoming force or organization.
        (b) Include information and analysis of the are of operation and key individuals.
        (c) Include a list of projects including completed, ongoing, and planned.
        (d) Include a threat summary.

Performance Steps
    (e) Include pertinent map and overlay data.
     (f) Include assessment data.
   (2) Develop brief biographical summaries of key personnel, organizations, and points of contact (POCs).
    (a) Military personnel.
    (b) IPI.
    (c) IGOs and nongovernmental organizations.
   (3) Plan introductions to all key personnel and POCs.
  h. Plan to orient the incoming organization to the mission, activity, or task.
   (1) Review, update, and develop standing operating procedures.
   (2) Review and update the CA workbook.
   (3) Review and update the log books.
   (4) Develop a continuity book.
    (a) Arrange chronologically and include daily, weekly, and monthly calendars.
    (b) Answer who, what, where, why, when, and how.
    (c) Include operations resource requirements (funding, equipment, personnel, and facilities).
    (d) Include sources of resources required to maintain operations.
    (e) Identify lines of interdependency and interoperability between organizations.
    (f) Include contingency plans that address threats to operations as well as information regarding countermeasures, preparations, response, and recovery.
    (g) Include post-redeployment oversight and support mechanisms including reachback POCs.
   (5) Determined exchange procedures.
   (6) Identify routine and recurring events.
   (7) Identify other critical information.
   (8) Demonstrate the task if possible.
  i. Plan to supervise the incoming organization.
   (1) Maintain control of the activity or task.
   (2) Provide critiques and guidance as needed.
  j. Plan to transfer the task.
  k. Plan the redeployment movement.
   (1) Coordinate for redeployment transportation assets as required.
   (2) Develop a load plan that includes sensitive item movement.
   (3) Develop a movement plan.
   (4) Plan rehearsals.
   (5) Arrange for housing at staging area for point of debarkation.

Evaluation Preparation: Setup: Provide the Soldier with adequate training/testing facilities, sufficient time to review with task materials, pencil, paper, and needed resource materials.

Performance Measures	GO	NO-GO
1. Identified issues that may have an effect on transition planning.	——	——
2. Analyzed OPORD, fragmentary order, and command directives.	——	——
3. Developed a transition plan in accordance with FM 5-0, FM 3-05.40, FM 3-05.401, and JP 3-57.1.	——	——

Evaluation Guidance: Score the Soldier GO if all performance measures are passed. Score the Soldier NO-GO if any performance measure is failed. If the Soldier fails any performance measure, explain and show what was done incorrectly and how to do it correctly.

References

Required	**Related**
FM 3-05.40	
FM 3-05.401	
FM 5-0	
JP 3-57.1	

APPENDIX A
Team Training Strategy

A-1. Civil Affairs Teams Functions and Tasks.

a.   The CMOC is an organic structure formed from all CA units, from company to CACOM level that serves as the primary interface between the U.S. armed forces, IPI, international organizations, NGOs, UN and other international agencies, multinational military forces, and other agencies of the USG. The purpose of the CMOC is to ensure continuous coordination among the key participants with regards to CMO and CA activities from the local to international level within a given AO, and to develop, manage, and fuse with the supported command and higher headquarters (HQ) the civil COP. This coordination is done by—

- Providing interface between U.S. armed forces and IPI, NGOs, UN and other international agencies, multinational military forces, and other agencies of the USG.
- Familiarizing Soldiers with the supported commander's COP within the AO.
- Coordinating with the supported staff elements in regards to civil requests for information (RFIs) and requirements to integrate civil information into the command's decision-making process.
- Establishing SOPs for the collaboration, coordination, and information dealing with the programs focusing on the civil infrastructure and services within an AOR.
- Fusing the civil dimension information into the supported commander's COP resulting in decision superiority and improved effects-based CAO and CMO, synchronized across the commander's battlefield.
- Planning, coordinating and resourcing for rapid initial entry in the AOR.
- Networking to all CMOCs and CA elements within the supported commander's battlefield via technical lines of communications and leveraging *"reachback"* capability.

b.   Civil liaison teams are organic components of the CMOC at the battalion to CACOM level. The CLT provides limited civil-military interface capability as a spoke for the exchange of information between IPI, international organizations, NGOs, and OGAs and has limited capability to link resources to prioritized requirements. The CLTs capabilities include—

- Interfacing with supported staff elements for civil dimension information and coordination requirements.
- Identifying host nation key decision makers, resources, and capabilities.
- Providing civil-military interface capability and information exchange with IPI, NGOs, and OGAs and link resources to prioritized requirements.
- Identifying host nation public and government resources and infrastructure that may be used.

c. CAPTs are an organic element from the CACOM to the battalion level. Depending on the mission focus, the teams write CA plans, policy, and programs in support of the commander's tactical, operational, or strategic plans (for example, OPLANS, annexes, and appendices). These teams also provide subject matter experts to supported staffs (for example, GCC, TSOC, theater Army Special Operations Command, and JTF by doing the following—

- Researching the supported element's OPLAN, OPORD, COP, and commander's guidance concerning the CMO.
- Reviewing and conducting trend analysis on area studies and area assessments.
- Interfacing with the supported staff elements to determine civil information requirements and exchanges.
- Determining integration points for civil information into the supported element's decisionmaking process.
- Analyzing reports from CMOCs for effects of military operations on the civilian populace and effects of civilian populace on military operations.
- Integrating CAO/CMO planning with the supported staff's missions planning.
- Serving as the CMO representative on boards and working groups.

- Gathering and analyzing all relevant data on individuals, groups, demographics, structures, civil infrastructure, and all other civil aspects of information dominance.
- Tracking the location, disposition, source and destination of humanitarian assistance (HA) resources.
- Analyzing data in a relational context based on links between individuals, groups, organizations, events, and infrastructures.
- Tracking the status and effects of HA operations on targeted populations.
- Accessing and leveraging a relational database tailored to a specific operation that translates (easily) with existing applications and can be transmitted through existing communications architecture.
- Sharing information in a network that's interoperable with SOF and general purpose/conventional forces (for example, it is or ties into a networked environment).
- Sharing civil information with joint, multinational, interagency and combined forces partners.
- Integrating and sharing data with other geographic information system (GIS) databases up and down the chain of command.
- Acting as a central repository of CA area studies, assessments, AARs, and current operational data accessible from in-theater and home stations by Active Army and RC CA and Psychological Operations (PSYOP) elements for premission planning, preparation, use, and update during on-going missions.
- Accepting and integrating current information stored in the Civil Affairs knowledge management system and other information databases, military and interagency/civilian, currently used in Iraq and Afghanistan in support of HA operations.
- Integrating GIS capabilities from tactical to strategic level that allow user-operators to geographically represent information in the system for presentations and analysis.
- Linking geocode information to an electronic map and storing the information in a database.
- Having mobile GIS data collection capabilities.
- Accepting and integrating Excel spreadsheet information into GIS-like portrayal of information.
- Supporting storing, cataloging, organizing of text, files, photographs, video, and geographic information.
- Linking/hyperlinking photographic/video images to GIS map within the system.
- Conducting searches and querying the system by keyword, subject, time, location, facility type, or author (unit or name of person), and accessing all related information to that query (similar to Google search).
- Storing, sorting, collating, refining, and processing large amounts of data/information (terabyte range) into relational databases.
- Establishing and maintaining interoperable with the Army global information grid and those of Sister Services.
- Access/update from a fixed computer hooked to a LAN or from a mobile laptop in a remote location.
- Store templates/formats for OPLANs/OPORDs, CONPLANs, campaign plans, CA annexes, standard reports to higher headquarters and various CA assessments.
- Generate user-created forms/reports.
- Create compact disk/digital video disc for data distribution.
- Connecting to NIPRNET and SIPRNET.
- Interfacing with digital camera technology.
- Interfacing with non-DOD information systems without compromising the data network, restricted-level read-only capability.

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APPENDIX B
Training Evaluation

B-1. General. Evaluation is a systematic, continuous process to appraise the quality (efficiency, deficiency, and effectiveness) of the training program, instruction, and the demonstrated ability of Soldiers, commanders, leaders, battle staffs, and units against the Army standard. Additionally, evaluations should validate the appropriateness of the tasks to the job performance. It may determine the value of the training program; determine if objectives have been met; and appraise the value of a new training technique. It is the means by which an evaluator provides management (for example, decision makers) with information/recommendations so it can decide what actions to improve the education/training. Evaluations identify both intended and unintended outcomes so decision makers can make necessary adjustments in the training program and provide feedback used to modify the training program, as necessary.

B-2. Soldier Proficiency. The ultimate goal of training is to enhance the skills, knowledge, and attributes of the Soldier to perform their MOS functional job and to maintain operational/combat readiness. Evaluations tell the unit or the Soldier whether or not they have achieved the Army standard. Therefore, evaluations assist the unit or the Soldier in determining the overall effectiveness of their training plans.

B-3. Leader Development. Leaders use evaluations as an opportunity to coach and mentor subordinates. A key element in developing leaders is immediate, positive feedback that coaches and leads subordinate leaders to achieve the Army standard. This is a tested and proven path to develop competent, confident adaptive leaders. Leaders use evaluations to—

a. Provide feedback on training proficiency to those participating in the training event using the AAR.
b. Assess METL task proficiency.
c. Shape future training plans.
d. Enhance leader development.
e. Used to provide feedback on training proficiency.

B-4. Evaluation Process.

a. Determine what areas need evaluating.
b. Define the purpose of the evaluation.
c. Determine the scope of the evaluation and available resources.
d. Collect and research information pertinent to the evaluation (feedback and training documentation, AARs, program of instruction [POI], STP, TSP, critical task list).
e. Develop and coordinate evaluation plan.
f. Conduct evaluation and interviews with Soldiers and instructors.
g. Brief commander, leaders, and trainers.

B-5. Conducting Evaluation. Assess performance to determine level of proficiency using feedback from—

a. AARs.
b. Previous assessments in the leader's book.
c. Personal observations.
d. Formal or informal reports.

B-6. Training Indicators. Evaluations should determine if—

a. Instructors followed objectives and implementation procedures per references (for example, lesson plans, course management plans, student evaluation plans, and the approved POIs).
b. Training aids supported the objectives, were appropriate, understandable, and readable.
c. Environmental conditions contributed to a proper learning environment.
d. Instructor performance met instructional standards.
e. Training development and training management are effective and efficient.
f. Training products are effective and efficient.
g. Soldiers received necessary training.

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APPENDIX C
Career Development

C-1. Enlisted Personnel Management System. The Enlisted Personnel Management System (EPMS) (AR 614-200, *Enlisted Assignments and Utilization Management*) is the Army's overall system to improve the professionalism of the enlisted force. It integrates policies relating to training, evaluation, classification, and promotion into an overall system. It provides the Soldier with a means to look to the future and see a realistic, clear, and viable career progression path from private to sergeant major. However, the EPMS is useless if the Soldier does not understand and use it. Part of the trainer's job is to ensure that the Soldier understands and uses the EPMS. Along with information contained in AR 614-200, the Soldier can use the information provided below to develop goals early in his career and plan accordingly.

C-2. Civil Affairs Soldier's Career Path. The CA Soldier's career path often takes a circuitous route; however a model was developed based on typical institutional training, developmental assignments, operational deployments, and experience. The model contains a list of core capabilities, duty requirements, and career progression to assist Soldiers in analyzing their abilities and seek self-development in deficiency area. Additional regulator references to assist Soldiers in career development are—

- AR 350-1, *Army Training and Leader Development*
- DA Pam 600-3, *Commissioned Officer Professional Development and Career Management*
- DA Pam 600-25, *United States Army Noncommissioned Officer Professional Development Guide*

SKILL LEVEL 1 (38B10 PVT - SPC)
(USAR only)

Core Competencies. The following is a list of core competencies for skill level 1:

- Prepares overlays, journals, status boards, visual display products, and graphs.
- Assist in preparing military briefings.
- Installs and operates various voice and data communication devices.
- Operates automated data processing equipment and various computer programs.
- Assists in the conduct of assessments, coordination, research, analysis, and production of CA related products for AOs and actions supporting the conduct of CAO and CMO.
- Proficient with computer applications, digital photographic and video systems, and data transmission.
- Executes computer information transmission and network operations.
- Processes classified materials.
- Collects CA area study data.
- Conducts a CA assessment.
- Conducts information gathering through CAO.
- Prepares a media interview.
- Prepares a situation map.

Professional Military Education. The following is a list of professional military education for skill level 1:

- 38B AIT or MOS-T.
- Warrior Leader Course.

Typical Assignment. A typical assignment would be as a CA specialist.

SKILL LEVEL 2 (38B20)
(USAR only)

Core Competencies. The following is a list of core competencies for skill level 2:

- Supervises and performs all duties of skill level 1.
- Coordinates resources requirements to support CATs.

- Coordinates and participates in area assessments.
- Assists in evaluating and analyzing research and production of CA area studies and CMO estimates.
- Assists in conducting liaison and coordinates with representatives of IPI, IGOs, NGOs, and OGAs.
- Learns basic skills in dealing with media representatives.
- Prepares reports required to support the conduct of CAO and CMO.
- Conducts troop-leading procedures.
- Implements the use of interpreters in CAO.
- Identifies the capabilities of other organizations in support of CMO.
- Conducts liaison with other organizations.
- Recommends a PTL.
- Advises the supported commander on legal and moral obligations with respect to CMO.
- Provides recommendations to the commander to minimize civilian interference with military operations.
- Coordinates the evacuation and control of civilians from combat areas.
- Coordinates CIM with IO.
- Conducts a local medical health assessment.

Professional Military Education. The professional military education for skill level 2 is BNCOC.

Typical Assignment. The following are typical assignments for skill level 2:

- CA NCO.
- Assistant Operations Sergeant.
- Drill Sergeant.
- Recruiter.

SKILL LEVEL 3 (38B30 SSG)

Core Competencies. The following is a list of core competencies for skill level 3:

- Supervises and performs all duties of skill level 2.
- Assesses and determines the capabilities and effectiveness of host nation systems (governance, rule of law, economic stability, health and welfare, infrastructure, education and public information and the impact of those systems on CAO and CMO.
- Plans CMO projects and assists in restoring, establishing, organizing, and operating host nation public and governmental infrastructure and systems.
- Coordinates resources to support government administration, CAO, and CMO.
- Assesses and determines the impact of military operations on host nation government and populace.
- Supervises, coordinates, and participates in evaluating, and analyzing research, planning, and production of CA area studies and CMO estimates.
- Conducts liaison and coordinates with representatives of IPI, IGOs, NGOs, and OGAs.
- Conducts negotiations and briefing to military, IPI, IGO's, NGO's, and OGA's leaders and agencies.
- Supervises actions supporting the conduct of CAO and CMO.
- Assists in assessing, leveraging, employing and synchronizing military and non-military resources to support transition operations.
- Integrates CMO into the military decisionmaking process.
- Plans, coordinates and assists in establishing a CMOC.
- Analyzes CA assessments for trend analysis.
- Prepares a CMO annex.
- Coordinates the use of medical resources in support of CMO.
- Coordinates the storage, security, and movement of supplies from other organizations.
- Familiar with joint forces staff structure, responsibilities, and operations.

- Manages interpreters during CAO/CMO.
- Conducts mediations with IPI, IGOs, NGOs, and OGAs.
- Plan, coordinate, and assist in NA operations.
- Plan, coordinate, and assist in civil administration operations.
- Plan, coordinate, and assist in civil information operations.
- Plan, coordinate, and assist in PRC operations.
- Regionally and culturally focused.
- Language qualified (Active Army required, USAR optional).

Professional Military Education. The following is a list of professional military education for skill level 3:

- ANCOC.
- Battle staff.
- Survival, evasion, resistance and escape (SERE)

Typical Assignment. The following are typical assignments for skill level 3:

- CA NCO
- Assistant Operations Sergeant.

SKILL LEVEL 4 (38B40 SFC)

Core Competencies. The following is a list of core competencies for skill level 4:

- Supervises and performs all duties of skill level 3.
- Plans and organizes work schedules and assigns specific tasks.
- Performs mission preparation, operational oversight, and training duties for CAT missions.
- Develops project management plans and provides operational oversight for CAO/CMO projects including rehabilitating or establishing host nation public and governmental systems, equipment, personnel, and facilities.
- Supervises research, analysis, and conduct of CA area studies and CMO estimates.
- Conduct CAO and U.S. Army common core training programs for the command.
- Performs CAO and CMO planning from the battalion to the JTF command levels.
- Serves as liaison between supported commands and IPI, IGOs, NGOs, and OGAs.
- Evaluates CMO MOEs.
- Regionally and culturally focused.
- Language qualified (Active Army required, USAR optional).

Professional Military Education. The following is a list of professional military education for skill level 4:

- Battle staff.
- SERE.

Typical Assignment. A typical assignment would be as a Civil Affairs team sergeant.

SKILL LEVEL 5 (38B50 MSG)

Core Competencies. The following is a list of core competencies for skill level 5:

- Supervises and performs all duties of skill level 4.
- Assists CA commanders and staff officers in planning, organizing, directing, supervising, training, and coordination activities for CAO and CMO.
- Serves as the senior enlisted adviser to commanders of CA companies, battalions, brigades, and commands.
- Performs joint, interagency, intergovernmental, multinational training CMO planning primarily at the CACOM, JTF, direct reporting units, and GCC levels.
- Advise the commander on his obligations to civilians under the Law of Armed Conflict.
- Assist in the planning of CMO.
- Regionally and culturally focused.

- Language qualified (Active Army required, USAR optional).

Professional Military Education. The following is a list of professional military education for skill level 5:
- First Sergeants Course
- Sergeants Major Academy.
- Battle staff

Typical Assignment. The following are typical assignments for skill level 5:

- Brigade Command Sergeant Major
- CA Senior Operations Sergeant Major

C-3. Civil Affairs Common Skill Sets. In the COE, CA Soldiers could support joint, multinational, and international forces. In order to enhance interoperability and operational support, CA Soldiers must maintain skills in the areas identified below:

- Warrior Skills. The Soldier must be capable of performing as a member of a combat team utilizing individual and squad movement techniques, mounted or dismounted; executing live fire defensive protection measures with common weapon systems. Possess skills in basic combative techniques, emergency medical treatment, survivability skills and force protection measures. The references for these skills are STP 21-1-SMCT and STP 21-24-SMCT.
- Radio and Computer Communications. The Soldier must be capable of performing routine short- and long-range secure communications using organic communications systems including message formatting, and encryption and decryption techniques.
- Civil Intelligence Preparation of the battlefield. The Soldier must be capable of conducting civil intelligence IPB while maintaining integrity apart from the military intelligence system, developing a civil common relevant operating picture of the operational area, and establishing and maintaining a situation map. Soldiers must be familiar with common Army, joint, interagency, multinational and coalition operational terms, graphic and symbols, and determining civil, military and environmental threat identification and classification.
- Cross-Cultural Communications. The Soldier must be capable of communicating in the Soldier's assigned foreign language to facilitate interaction, mediation, and negotiation between U.S. forces, DOD, joint, interagency and multinational elements, IPI, international organizations, and NGOs within the context of the customs, traditions, and mores of a specific cultural or mix of cultures endemic to the area of responsibility that the Soldier is assigned.
- Regional Focus and Cultural awareness. The Soldier must possess specific knowledge of regional geography, political, social and economic systems. He must be familiar with IPI and their specific regional religious and ethnic differences and capable of operating within the context of the customs, traditions, and mores of those cultures indigenous to the AOR.
- Negotiation and Mediation Skills. The Soldier must be capable of mediating, negotiating and facilitating interaction across the civil-military spectrum. Additionally must be skill and using interpreters.

APPENDIX D
Self-Development

D-1 General. Professional education provides the foundation involving a variety of training domains ranging from institutional schooling, self-development, and operational experience to personal interaction with superiors, peers, and subordinates. Individual self-development, both structured and informal, focuses on taking those actions necessary to reduce or eliminate the gap between operational and institutional experiences. Individual self-development is continuous. It should be emphasized in both institutional and operational assignments. Commanders and leaders provide feedback to enable subordinates to identify their own strengths and weaknesses and to determine the reasons for them. Together the senior and subordinate prioritize the subordinate's self-development goals and determine COAs to improve performance.

a. Self-development is the individual's responsibility. Soldiers should know what is required to proceed to the next ability level as well as requirements for promotion. This reference provides a guide for individuals to identify and improve areas according to a model. Self-development should include an analysis of ones own abilities in the following areas:

- Positions of increased responsibility (duty positions).
- Improvements in personal performance (evaluations).
- Leadership capabilities (attributes).
- MOS tasks.
- Army Warrior training tasks.

b. Life-long learning is the process to plan and receive training throughout the Soldier's career. Planning considerations should include—

- Education levels, college degrees, or college level courses.
- Professional reading.
- International military information.
- Certificates, licenses, and degrees recommended by proponent.
- Leadership/management.

D-2 Purpose. The purpose of this appendix is to assist individuals in developing a personal self-development training strategy. It provides a guide for individuals to posture themselves for promotions, better jobs, or self-motivated improvement in personal performance. It is created for each Soldier (officer, warrant officer, or enlisted). The self-developed training strategy consists of directed and self-motivated components.

a. The directed component identifies training required (or suggested) by the Army for promotion or performance improvement. This includes activities to—

- Prepare for the next-higher level of responsibility/promotion.
- Function in the current duty assignment.
- Develop leadership capability (improve personal ability to perform common core leadership capabilities discussed in FM 6-22, *Army Leadership*).
- Advance preparation for a phase/module of a training course.
- Meet required/recommended reading level requirements.

b. The self-motivated component focuses on general recommendations that address skills and knowledge successful individuals have found beneficial to their career development. It consists of the training individuals personally take on to improve their performance, gain new or additional capabilities, or prepare for a new job prior to being assigned. Recommended activities include—

- Education levels, college degrees, or college level courses.
- Certificates, licenses, and degrees recommended by Branch proponent.
- Other self-development activities found in Army Learning Centers (ALCs)/Distance Learning Centers.

D-3. Self-Development Training Strategy. The basic procedure for developing self-development training strategies is to identify directed requirements. This involves the determination of—

- Prerequisite academic competency as measured by the basic Army skills exam or tests of adult basic education.
- Required or suggested education level for each skill level.
- Required or suggested education course.
- Required or suggested license or certificate for each skill level.

D-4. Self-Development Assessment. Self-development starts with an assessment of individual strengths, weaknesses, potential, and developmental needs. Commanders and leaders provide feedback that enables subordinates to determine the reasons for their strengths and weaknesses. Together, they prioritize self-development near-term and long-term goals and determine COAs to improve performance. Self-development is—

- A planned process involving the leader and the subordinate being developed. It enhances previously acquired skills, knowledge, behaviors, and experience; contributes to personal development; and highlights the potential for progressively more complex and higher-level assignments. Self-development focuses on maximizing individual strengths, minimizing weaknesses, and achieving individual personal and professional development goals.
- Initially very structured and generally narrow in focus. The focus broadens as individuals understand their strengths and weaknesses, determine their individual needs, and become more experienced. Each Soldier's knowledge and perspective increases with experience, institutional training, and operational assignments, and is accelerated and broadened by specific, goal-oriented self-development actions.

D-5. Sources of Training/Education. The following are potential sources for a Soldier to obtain training/education to meet a self-development strategy:

a. ALC. The ALC provides such services as MOS libraries, language labs, education/training multimedia educational equipment and software, tutorial assistance in basic academic skills and other services depending on availability.

b. College or university programs, to include distance learning and college representatives.

c. Cyber-based Instructional System (CYBIS) provides individualized online education and training activities. It includes introductory to advanced training on academic, business, and military topics. CYBIS includes college level course that carry American Council on Education recommended college credit.

d. CA FM, graphic training aids (GTAs), joint publications (JPs) are an excellent source of refresher information. A list of CA manuals is provided in the Reference section of this STP and at the end of this appendix.

D-6. Leadership Support. Self-development training strategies will only be effective if they are supported by Army leadership and the individual Soldier establishes self-improvement goals and identifies steps required to meet those goals.

a. Some steps the individual must take include—

- Determining what training/education is required/desired.
- Seeking recommendations from unit leaders and personal role models.
- Determining the source of training.
- Initiating acquisition of and actively participate in the training.
- Ensuring their personnel and training records are updated to reflect training received.

b. Leaders should counsel and assist subordinates in setting self-improvement goals and objectives, acquiring assistance in achieving those objectives, and recognizing individual's accomplishments. Leaders should—

- Encourage subordinates to use off-duty time to actively seek self-development and to enroll in self-development courses/programs.
- Provide off-duty time to enroll in self-development course.
- Ensure subordinates develop a personal self-development training strategy.

D-7. Professional Reading List.

The Professional Reading List is a way for leaders at all levels to increase their understanding of our Army's history, the global strategic context, and the enduring lessons of war. The topics and time periods included in the books on this list are expansive and are intended to broaden each leader's knowledge and confidence. I challenge all leaders to make a focused, personal commitment to read, reflect, and learn about our profession and our world. Through the exercise of our minds, our Army will grow stronger."

—Peter J. Schoomaker, Chief of Staff, Army

a. The books on the former Chief of Staff's professional reading list are not the only worthwhile books about Army heritage, military history, and world affairs. The former Chief of Staff is convinced that these books contain thought-provoking ideas, and for this reason he has made them a central part of his leadership development program. He hopes that Soldiers will use the list as a springboard for additional reading, study, and contemplation. If each Soldier makes it a habit to read and thoughtfully reflect upon a few good books every year, the former Chief of Staff's intent will have been achieved. Although crafted with Soldiers in mind, this list should be equally valuable to Army civilians in their professional development. The story of the U.S. Army and of the importance of land power in our nation's history is one that all in the Army community can read profitably.

b. All the books on the list are currently in print and available through commercial sources. Many of them are carried by the Army and Air Force Exchange Service and can also be found in post libraries. Three documents on the list, _The Constitution of the United States_, _National Security Strategy of the United States of America_, and _National Strategy for Combating Terrorism,_ are available on the Internet. Hogan's _Centuries of Service: The U.S. Army 1775–2004,_ a Center of Military History publication, can be purchased from the Government Printing Office. Army publication account holders can also requisition this title by accessing the Army Publishing Directorate's web site, http://www.usapa.army.mil/usapa_home.asp, and using the Publications Ordering Subscription System. The Army Chief of Staff Reading List is found at the end of this chapter and at the following web address http://www.army.mil/cmh-pg/reference/CSAList/CSAReadingList.pdf

D-8. Sergeant Audie Murphy Club (SAMC). The SAMC is an elite organization of NCOs who have demonstrated performance and inherent leadership qualities and abilities characterized by those of Sergeant Audie Murphy. Sergeant Audie Murphy is the name of a NCO who, as a squad leader, consistently demonstrated the highest qualities of leadership, professionalism, and regard for the welfare of his Soldiers. Induction and membership in the SAMC is a reward for NCOs whose leadership achievements and performance merit special recognition. The SAMC is a means of recognizing those NCOs who have contributed significantly to the development of a professional NCO Corps and a combat ready Army. Members exemplify leadership characterized by personal concern for the needs, training, development and welfare of Soldiers and concern for families of Soldiers. All Active component, Army Reserve, and Army National Guard NCOs in the ranks corporal through sergeant first class are eligible. SAMC selection process is in four phases: a commander's evaluation, a performance test, an initial selection board at the unit level, and a final selection board conducted at the continental United States/installation level. The governing references on the SAMC are United States Army Forces Command (FORSCOM) Reg 215-7, _The Sergeant Audie Murphy Club (SAMC) Program_; and TRADOC Regulation 600-14, _TRADOC Sergeant Audie Murphy Club (SAMC)_, as well as local policies and guidance.

D-9. Sergeant Morales Club (SMC). SMC members exemplify a special kind of leadership characterized by a personal concern for the needs, training, development, and welfare of Soldiers. SMC membership recognizes and rewards distinguished NCOs—

- Whose leadership achievements merit special recognition.
- Who have contributed significantly to developing a professional NCO Corps and a combat-effective Army.

To be eligible to compete for SMC selection, NCOs must—

- Be in the grade of corporal through sergeant first class.
- Be assigned or attached to United States Army Europe (USAREUR) major subordinate or specialized command (United States Army Europe [AE] Reg 10-5, *HQUSAREUR/7A and Select Commands*, Appendix A) or an *United States Army Installation Management Agency, Europe Region Office* (IMA-EURO) garrison (including Soldiers who are members of the Reserve Component or National Guard). NCOs on a tour of duty in Europe who are not assigned to a USAREUR major subordinate or specialized command or an IMA-EURO garrison are eligible to compete at the USAREUR SMC selection board (paragraph 4e) according to paragraph 7a.
- Mentor at least two Soldiers. This requirement may be waived by the first (CSM) in the NCO support chain.
- Be mature and share the values of their profession and their unit.
- Exercise sound leadership principles.
- Display examples of professional Army ethics.
- Strengthen and develop the seven Army values in Soldiers.
- Display the Warrior Ethos.
- Display exemplary physical fitness and marksmanship skills.

All NCOs who want to be considered for SMC membership, regardless of their unit of assignment, must pass the four-phase selection process. These phases are as follows:

- Nomination by the NCO's first sergeant.
- Initial-selection board at battalion level or equivalent.
- Intermediate-selection board at brigade level or equivalent.
- Final-selection board.

The governing reference on the SMC is USAREUR Reg 600-2, *Leadership – USAREUR Sergeant Morales Club*.

D-10. Army Correspondence Program.

The Army Correspondence Course Program is the formal nonresident extension of the United States Army Training and Doctrine Command service schools' curriculum. There are currently over 700 correspondence courses available in the Reimer Digital Library https://atiam.train.army.mil/soldierPortal/appmanager/soldier/start?_nfpb=true&_pageLabel=rdlservicespage. For a complete list of courses access the https://www.aimsrdl.atsc.army.mil/secured/accp_top.htm.

D-11. Unit Learning Centers. Unit learning centers are valuable resources for planning self-development programs. They can help access enlisted career maps, training support products, and extension training materials.

D-12. Supplemental Reading References. The following list of supplemental reading references is provided for the Soldier's information.

Army Regulations

AR 12-1	*Security Assistance, International Logistics, Training, and Technical Assistance Support, Policy and Responsibilities*, 24 January 2000
AR 12-7	*Security Assistance Teams*, 15 June 1998
AR 12-15	*Joint Security Assistance Training (JSAT)* (SECNAVINST 4950.4A; AFI 16-105), 5 June 2000
AR 25-52	*Authorized Abbreviations, Brevity Codes, and Acronyms*, 4 January 2005
AR 27-1	*Legal Services, Judge Advocate Legal Services*, 30 September 1996
AR 27-50	*Status of Forces Policies, Procedures, and Information* (SECNAVINST 5820.4G), 15 December 1989
AR 190-8	*Enemy Prisoners of War, Retained Personnel, Civilian Internees and Other Detainees* (OPNAVINST 3461.6; AFJI 31-304; MCO 3461.1), 1 October 1997
AR 360-1	*The Army Public Affairs Program*, 15 September 2000

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GLOSSARY

Section I
Acronyms & Abbreviations

AAR	after action review
ACOS	Assistant Chief of Staff
AD3E	assess, decide, develop and detect, deliver, and evaluate
ADA	air defense artillery
ADCON	administrative control
AG	assistant gunner; adjutant general
AIT	advanced individual training
ANCOC	advanced noncommissioned officer course
ALC	Army learning center
ALO	authorized level of organization; air liaison officer
AMDCOORD	air and missile defense coordinator
AO	area of operations; agent orange
AOR	area of responsibility
AR	Army regulation; Army reserve; assistant rifleman; armor
ARC	air Reserve Components; American (National) Red Cross
ARFOR	Army forces
ARNG	Army National Guard
ARNGUS	Army National Guard of the United States
ASCC	Army Service Component Command
ASCOPE	area, structures, capabilities, organizations, people, and events
ATLDM	Army Training and Leader Development Model
AVCOORD	aviation coordinator
AWT	Army Warrior Training
BATNA	best alternative to negotiated agreement
BCT	brigade combat team

BNCOC	basic noncommissioned officer course
C2	command and control; second cervical vertebrae
CA	civil affairs
CACOM	Civil Affairs Command
CALL	Center for Army Lessons Learned
CAO	Civil Affairs operations
CAPT	Civil Affairs planning team
CARE	Cooperation for Assistance and Relief Everywhere
CAT	Civil Affairs team; category
CATS	Combined Arms Training Strategy
CBRNE	chemical, biological, radiological, nuclear, and high-yield explosive
CCIR	commander's critical information requirements
CERP	commander's emergency response program
CHEMO	chemical officer
CIM	civil information management
CJCS	Chairman of the Joint Chiefs of Staff
CMO	civil-military operations
CMOC	civil-military operations center
COA	course of action
COE	common operating environment
CONOPS	concept of operations
COP	common operational picture
COS	chief of staff; Chief of Station
CP	command post; counterproliferation; checkpoint
CPO	civil personnel officer
CR	civil reconnaissance
CSM	command sergeant major
CYBIS	Cyber-based Instructional System

DA	Department of the Army; direct action
DC	dislocated civilian; Dental Corps; discharge; direct current; displaced civilian
DOD	Department of Defense
DODD	Department of Defense Directive
DOS	Department of State; disk operating system; days of supply
DTG	date-time group
ENCOORD	engineer coordinator
EO	electro-optical; end office; equal opportunity; executive order; eyes only
EOA	equal opportunity advisor
EOD	explosive ordnance disposal
EPMS	Enlisted Personnel Management System
EPW	enemy prisoner of war
EWO	electronic warfare officer
FHA	Bureau for Food and Humanitarian Assistance; Federal Highway Administration; foreign humanitarian assistance
FID	foreign internal defense
FM	field manual; frequency modulation
FN	foreign nation
FOG	field operations guide
FRAGORD	fragmentary order
FSCOORD	fire support coordinator
G-1	Deputy/Assistant Chief of Staff, Personnel
G-2	Deputy/Assistant Chief of Staff, Intelligence
G-3	Deputy/Assistant Chief of Staff, Operations
G-4	Deputy/Assistant Chief of Staff, Logistics
G-5	Deputy/Assistant Chief of Staff, Plans
G-6	Army or Marine Corps component command, control, communications, and computer systems staff officer

G-7	Deputy/Assistant Chief of Staff for Information Operations
G-8	Deputy/Assistant Chief of Staff for Resource Management
G-9	Deputy/Assistant Chief of Staff Civil Military Operations
GCC	geographic combatant commander; Gulf Cooperation Council
GIS	geographic information system
GTA	graphic training aid
HCA	humanitarian and civic assistance
HHC	headquarters and headquarters company
HN	host nation; nitrogen mustard
HN	host nation; nitrogen mustard
HQ	headquarters
IAW	in accordance with
ICRC	International Committee of the Red Cross
ID	identification; identify
IET	individual entry training
IG	inspector general; immunoglobulin
IGO	intergovernmental organization
IMA-EURO	United States Army Installation Management Agency, Europe Region Office
IMF	International Monetary Fund
IO	intelligence officer; international organizations; information operations; input/output
IPB	intelligence preparation of the battlespace; intelligence preparation of the battlefield
IPI	indigenous populations and institutions
ISOC	integrated special operations communications
ISR	intelligence, surveillance, and reconnaissance
J-1	manpower and personnel directorate of a joint staff
J-2	intelligence directorate of a joint staff
J-3	operations directorate of a joint staff

J-4	logistics directorate of a joint staff
J-5	plans directorate of a joint staff
J-6	communications systems directorate of a joint staff
J-7	operational plans and interoperability directorate of a joint staff
J-8	force structure, resource, and assessment of a joint staff
J-9	joint civil-military operations staff section
JAG	Judge Advocate General's Corps
JFC	joint force commander
JOC	joint operations center; joint oversight committee
JOPP	joint operation planning process
JP	joint publication
LNO	liaison officer
MCA	military civic action; Major Commercial Account
MDO	military deception officer
MDMP	military decisionmaking process
METL	mission-essential task list
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, civil considerations
MFR	memorandum for record
MGRS	military grid reference system
MLT	military liaison team
MOE	measure of effectiveness
MOP	measure of performance; memorandum of policy
MOS-T	military occupational specialty-training
MP	military police; mission planner
MSG	master sergeant
MSR	main supply route
NA	nation assistance; not applicable

NATO	North Atlantic Treaty Organization
NCO	noncommissioned officer
NCOIC	noncommissioned officer in charge
NEO	noncombatant evacuation operation; noncombat evacuation order
NFL	no fire line
NGO	nongovernmental organization
NIPRNET	Non-secure Internet Protocol Router Network
LD	line of departure
LOA	limit of advance
OAKOC	obstacles, avenues of approach, key terrain, observation, cover, concealment
OECD	Organization for Economic Cooperation and Development
OFD	Office of Foreign Disaster Assistance
OGA	other government agency
OPCON	operational control
OPFOR	opposing force
OPLAN	operation plan
OPORD	operation order
OPSEC	operations security
OTI	Office of Transition Initiatives
OXFAM	Oxford Committee for Famine Relief
PA	public affairs; postamplifier
PAG	public affairs guidance
PAO	public affairs office; public affairs officer; Personnel Affairs Officer
PL	patrol leader; phase line; preservative lubricant
PM	Provost Marshal; program manager; preventive maintenance
POC	point of contact
POI	program of instruction
PRC	populace and resources control

PSYOP	Psychological Operations
PTL	protected target list
PVT	private
RC	Reserve Component
Reg	regulation
RFI	request for information; Reserve Forces Intelligence
RGR	Ranger
RM	resource manager
ROE	rules of engagement
ROI	rules of interaction
S-1	adjutant; first sacral vertebrae; first heart sound
S-2	intelligence officer; second heart sound
S-3	operations and training officer; third heart sound
S-4	supply officer; fourth heart sound
S-5	civil-military operations officer
S-6	signal officer (below division level)
S-7	information officer
S-8	comptroller officer
S-9	civil-military operations officer
SA	security assistance; semiannually; sinoatrial
SAMC	Sergeant Audie Murphy Club
SCA	support to civil administration
SecDef	Secretary of Defense
SERE	survival, evasion, resistance, and escape
SF	Special Forces; Standard Form
SFC	sergeant first class
SGS	Secretary of the General Staff
SIPRNET	SECRET Internet Protocol Router Network

SITMAP	situation map
SITREP	situation report
SJA	staff judge advocate
SOF	special operations forces
SOO	space operations officer
SOP	standing operating procedure
SPC	specialist
SSG	staff sergeant
STP	Soldier training publication
SWO	staff weather officer
TACLAN	tactical local area network
TACON	tactical control
TALO	theater airlift liaison officer
TLP	troop-leading procedure
TOE	table of organization and equipment
TSOC	theater special operations command
TSP	training support package
TRADOC	Training and Doctrine Command
UN	United Nations
UNHCR	United Nations Office of the High Commissioner for Refugees
U.S.	United States
USAID	United States Agency for International Development
USAJFKSWCS	United States Army John F. Kenney Special Warfare Center and School
USAR	United States Army Reserve
USAREUR	United States Army Europe
USC	United States Code
USG	United States Government

WARNORD	warning order
WHO	World Health Organization
WTO	World Trade Organization
WMD	weapons of mass destruction
XO	executive officer
ZOPA	zone of possible agreement

Section II
Terms

annex
A document appended to an operation order or other document to make it clearer or to give further details.

area study
In unconventional warfare, the prescribed collection of specific information pertaining to a given unconventional warfare area developed from sources available prior to infiltration.

civil-military operations
Activities of a commander that establish, maintain, influence or exploit relations between military forces and civil authorities, both governmental and nongovernmental, and the civilian populace in a friendly, neutral, or hostile operational area to facilitate military operations and consolidate operational objectives. CMO may include activities and functions normally the responsibility of local government. These activities may occur prior to, during, or subsequent to other military actions. They may also occur, if directed, in the absence of other military operations.

civil-military operations center
An ad hoc organization, normally established by the geographic combatant commander or subordinate joint force commander, to assist in the coordination of activities of engaged military forces, and other United States Government agencies, nongovernmental organizations, and regional and international organizations. There is no established structure, and its size and composition are situation dependent. Also called CMOC. (JP 3-57)

foreign humanitarian assistance
Programs conducted to relieve or reduce the results of natural or manmade disasters or other endemic conditions such as human pain, disease, hunger, or privation that might present a serious threat to life or that can result in great damage to or loss of property. Foreign humanitarian assistance provided by US forces is limited in scope and duration. The foreign assistance provided is designed to supplement or complement the efforts of the host nation civil authorities or agencies that may have the primary responsibility for providing foreign humanitarian assistance.

foreign nation support
Identification, negotiation, and procurement of available resources within a foreign nation to support U.S. military missions during wartime, preparation for war, or peacetime. The identification, coordination, and acquisition of foreign nation resources, such as supplies, material, and labor, to support U.S. military forces and operations.

fragmentary order
An abbreviated form of an operation order issued as needed after an operation order to change or modify that order or to execute a branch or sequel to that order. Also called FRAGORD. (JP 5-0)

humanitarian assistance
Programs conducted to relieve or reduce the results of natural or manmade disasters or other endemic conditions such as human pain, disease, hunger, or privation that might present a serious threat to life or that can result in great damage to or loss of property. Humanitarian assistance provided by U.S. forces is limited in scope and duration. The assistance provided is designed to supplement or complement the efforts of the host nation civil authorities or agencies that may have the primary responsibility for providing humanitarian assistance. (JP 1-02) Short-range programs aimed at ending or alleviating present suffering. Usually conducted in response to natural or man-made disasters, including combat.

measure of effectiveness
A criterion used to assess changes to system behavior, capability, or operational environment that is tied to measuring the attainment of an end sate, achievement of an objective, or creation of an effect. Also called MOEs. (JP 1-02)

nation assistance
Civil and/or military assistance rendered to a nation by foreign forces within that nation's territory during peacetime, crises or emergencies, or war based on agreements mutually concluded between nations. Nation assistance programs include, but are not limited to, security assistance, foreign internal defense, other US Code title 10 (DOD) programs, and activities performed on a reimbursable basis by Federal agencies or international organizations. (JP 1-02)

operation order
A directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation. Also called OPORD. (JP 1-02)

operation plan
1. Any plan for the conduct of military operations prepared in response to actual and potential contingencies. 2. In the context of joint operation planning level 4 planning detail, complete and detailed joint plan containing a full description of the concept of operations, all annexes applicable to the plan and a time-phased force and deployment date. It identifies the specific forces, functional support, and resources required to execute the plan and provide closure estimates for their flow into the theater. Also called OPLAN. See also operation order. (JP 5-0)

overlay
A printing or drawing on a transparent or semi-transparent medium at the same scale as a map, chart, etc., to show details not appearing or requiring special emphasis on the original.

situation map
A map showing the tactical or the administrative situation at a particular time. (See also map and overlay.) (JP 1-02)

ZULU
time zone indicator for Universal Time

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