

**STP 41-38II-OFS**

**Officer Foundation  
Standards II Civil Affairs  
(38) Officer's Manual**

**APRIL 2004**

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## Officer Foundation Standards II Civil Affairs (38) Officer's Manual

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<sup>1</sup>This publication supersedes STP 41-38II-OFS, 3 October 1995.

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## PREFACE

This publication supports the Army's officer foundation standards (OFS) system of training. It provides Civil Affairs (CA) company grade officers the training and the knowledge they need to perform their duties. Specifically, it includes—

- Critical branch tasks with standardized task summaries the CA company grade officer must perform proficiently.
- A bibliography of selected branch reading materials and other related information.
- Tasks that are all first trained to Soldier OFS in the Civil Affairs Qualification Course (CAQC) and/or the unit.

Officers and commanders are to order this manual. Units that did not update their pinpoint account by preparing a Department of the Army (DA) Form 12-R (Establishment of a Publications Account) may requisition current editions through their Adjutant General (AG). Officers will use this manual as a training instrument and a self-evaluation tool. Commanders will use this manual to formulate professional development programs for company grade officers on the basis of unit critical mission-essential task lists (METLs). Officers should attain a level of proficiency in performing the tasks in this publication so that their responses will be effective in accomplishing the mission.

All tasks in this manual are CA tasks. Appendix A provides a summary of duty positions and related training resources. Appendix B contains a branch reading list. Information that officers gain from the reading list will broaden their horizons and give them deeper insight to, understanding of, and appreciation for their leadership roles as Army officers.

To reduce safety hazards during training, trainers must identify and assess risks associated with the missions as outlined in Field Manual (FM) 7-0, *Training the Force*.

Although most CA officer branch positions are in the Army Reserve, the material in this manual is pertinent to all officers with CA responsibilities.

The proponent of this publication is the U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS). Send comments and recommendations on DA Form 2028 directly to Commander, U.S. Army John F. Kennedy Special Warfare Center and School, ATTN: AOJK-DT-CA, Fort Bragg, NC 28310-5000.

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



## CHAPTER 1

### Introduction

**1-1. BACKGROUND.** STP 21-II-MQS, *Military Qualification Standards II Manual of Common Tasks for Lieutenants and Captains*, discusses in depth the MQS system (now called the OFS system). OFS are the Army's primary standards for integrating the officer leader development efforts of commandants, commanders, and individual officers. The goal of the system is to provide the Army with officers ready to accomplish their operations other than war (OOTW) and wartime tasks and prepare them for promotion.

a. The Army school system, the unit commander, and the individual officer share leader development duties under OFS. School system personnel must identify tasks that officers are to do at a particular level. They must clearly articulate these specific branch requirements to either train the officers or provide training material that will enable them to do their duties. Unit commanders must provide an environment in which officers can refine their skills and grow professionally. Commanders use the critical METLs of their units to focus their leader development programs. The officers, however, are ultimately responsible for their own development.

b. The OFS system uses manuals to convey its training strategy. These manuals include relevant information formatted into tasks with battle-focused conditions, standards, and performance measures. The manuals also prescribe educational requirements to improve cognitive skills.

c. The tasks in this OFS II branch manual evolved through the systems approach to training (SAT). The SAT requires USAJFKSWCS instructors and subject matter experts to follow the analysis process that identifies individual officer tasks for a particular job or position.

**1-2. STRUCTURE.** The OFS system addresses officer training from precommissioning to promotion to colonel. It breaks down into three levels—OFS I, OFS II, and OFS III. Each level builds upon the previous one. All levels of OFS include two components—a military task and knowledge component (critical tasks and professional knowledge) and a professional military education component.

**1-3. OFS I.** OFS I training applies to all commissioning sources: the United States Military Academy, the Reserve Officer's Training Corps, the Active Component Officer Candidate Schools, and the State National Guard Officer Candidate Schools. OFS I establishes the common tasks on which cadets and candidates must gain proficiency before commissioning. Although the nature, length, and conduct of training differ among the commissioning sources, OFS I represents the minimum military skills upon which branch qualifications build. OFS I supports the requirement of Army Regulation (AR) 351-1, *Individual Military Education and Training*, that cadets or candidates earn a baccalaureate degree. The AR also requires the degree requirements to include one course each in written communications, human behavior, and military history.

**1-4. OFS II.** OFS II training begins on commissioning and continues until the officers attend command and staff college level schooling or are promoted to major. OFS II builds upon the common tasks training in OFS I.

a. The common manual and branch manuals support OFS II training. Each branch manual focuses on tasks that qualify the company grade officer in a given branch. The OFS II common manual concentrates on those critical tasks all company grade officers must do to accomplish their wartime mission and survive on the battlefield. The OFS II common and branch manuals present summaries of tasks trained during the officer basic course, the officer advanced course, the Combined Arms and Services Staff School, and in the unit.

b. The OFS tasks to be trained and sustained in the unit form the basis of the unit officer leader development program. This program also covers the OFS reading program—a part of the professional military education component. The reading program supports individual intellectual growth by fostering an

interest in reading about military-related topics and by encouraging officers to exchange ideas on ethical and historical issues. Branch-specific publications address topics of unique interest to a particular branch.

**1-5. OFS III.** The goal of OFS III is to prepare field grade officers for positions of greater responsibility, for command and service on higher level Army and joint staffs, and for attendance at a senior service college. Like OFS I and OFS II, OFS III fully supports the three pillars of leader development. But unlike OFS I and OFS II, OFS III is a task-based program. It describes the broad areas of knowledge with which field grade officers must be conversant. The OFS III program does not address colonels. It only charts the officer's development through the grade of lieutenant colonel.

**1-6. CIVIL AFFAIRS BRANCH APPLICATION.** This manual describes the critical tasks in which all officers through field grade must be proficient. Because CA units can directly support conventional forces throughout the range of military operations, the CA officer must retain the company-level conventional skills developed in his accession branch.

a. The critical METL of the CA officer's unit will require that he know conventional and special operations (SO) tasks. Not only must he know the tasks that make him mission capable in independent SO, but he also must operate in close association with conventional forces. This manual has been designed to support and complement resident instruction received in the Civil Affairs Officer Advance Course (CAOAC).

b. Because CA units are regionally oriented, the specific battle focus of the assigned unit may vary, and therefore the application of OFS must be flexible. The reader of this manual must be ready to adapt to the critical METL of the unit and officer-specific requirements. The trainer must be ready to apply these requirements to the CA officer's professional education, and the CA officer must incorporate them into his self-development program.

## CHAPTER 2

### Trainer's Guide

2-1. General. The MOS Training Plan (MTP) identifies the essential components of a unit training plan for individual training. Units have different training needs and requirements based on differences in environment, location, equipment, dispersion, and similar factors. Therefore, the MTP should be used as a guide for conducting unit training and not a rigid standard. The MTP consists of two parts. Each part is designed to assist the commander in preparing a unit training plan which satisfies integration, cross training, training up, and sustainment training requirements for soldiers in this MOS.

Part One of the MTP shows the relationship of an MOS skill level between duty position and critical tasks. These critical tasks are grouped by task commonality into subject areas.

Section I lists subject area numbers and titles used throughout the MTP. These subject areas are used to define the training requirements for each duty position within an MOS.

Section II identifies the total training requirement for each duty position within an MOS and provides a recommendation for cross training and train-up/merger training.

- **Duty Position Column.** This column lists the duty positions of the MOS, by skill level, which have different training requirements.
- **Subject Area Column.** This column lists, by numerical key (see Section I), the subject areas a soldier must be proficient in to perform in that duty position.
- **Cross Train Column.** This column lists the recommended duty position for which soldiers should be cross trained.
- **Train-up/Merger Column.** This column lists the corresponding duty position for the next higher skill level or MOSC the soldier will merge into on promotion.

Part Two lists, by general subject areas, the critical tasks to be trained in an MOS and the type of training required (resident, integration, or sustainment).

- **Subject Area Column.** This column lists the subject area number and title in the same order as Section I, Part One of the MTP.
- **Task Number Column.** This column lists the task numbers for all tasks included in the subject area.
- **Title Column.** This column lists the task title for each task in the subject area.
- **Training Location Column.** This column identifies the training location where the task is first trained to soldier training publications standards. If the task is first trained to standard in the unit, the word "Unit" will be in this column. If the task is first trained to standard in the training base, it will identify, by brevity code (ANCOC, BNCOC, etc.), the resident course where the task was taught. Figure 2-1 contains a list of training locations and their corresponding brevity codes.

<b>BNCOC</b>	Basic NCO Course
<b>CAQC</b>	Civil Affairs Qualification Course
<b>ANCOC</b>	Advanced NCO Course
<b>OBC</b>	Officer Basic Course
<b>AIT</b>	Advanced Individual Training

Figure 2-1. Training Locations

- **Sustainment Training Frequency Column.** This column indicates the recommended frequency at which the tasks should be trained to ensure soldiers maintain task proficiency. Figure 2-2 identifies the frequency codes used in this column.

<b>BA</b>	- Biannually
<b>AN</b>	- Annually
<b>SA</b>	- Semiannually
<b>QT</b>	- Quarterly
<b>MO</b>	- Monthly
<b>BW</b>	- Biweekly
<b>WK</b>	- Weekly

Figure 2-2. Sustainment Training Frequency Codes

- **Sustainment Training Skill Level Column.** This column lists the skill levels of the MOS for which soldiers must receive sustainment training to ensure they maintain proficiency to soldier's manual standards.

2-2. Subject Area Codes.

**Skill Level 9**

- 1 Staff Skills
- 2 Civil Affairs Operations
- 3 Information Management

2-3. Duty Position Training Requirements.

2-4. Critical Tasks List.

**MOS TRAINING PLAN  
38II**

**CRITICAL TASKS**

Task Number	Title	Training Location	Sust Tng Freq	Sust Tng SL
<b>Skill Level 9</b>				
<b>Subject Area 1. Staff Skills</b>				
331-305-0610	Integrate With the Supported Staff	CAQC	OT	03
331-305-0620	Prepare a Civil-Military Operations Estimate	CAQC	OT	03
331-305-0626	Prepare a Civil Affairs Annex to an Operations Plan/Operations Order	CAQC	BA	03
331-305-0850	Coordinate With Key Personnel on Civil Affairs Operations and/or Civil-Military Operations	CAQC	BA	03
331-305-0874	Conduct Mediation	CAQC	BA	03
331-305-0875	Transfer Civil-Military Tasks to Government or Nongovernment Organizations (GOs or NGOs), International Organizations, or the Indigenous Populace	CAQC	BA	03
331-305-0877	Advise Key Personnel on Civil Affairs or Civil-Military Operations	CAQC	BA	03
<b>Subject Area 2. Civil Affairs Operations</b>				
331-305-0602	Prepare for Civil Affairs Operations	CAQC	OT	03
331-305-0612	Conduct Civil Affairs Transition Operations	CAQC	BA	03
331-305-0650	Execute Civil Affairs Operations	CAQC	BA	03
331-305-0651	Conduct Civil Affairs Assessments	CAQC	OT	03
331-305-0700	Establish a Civil-Military Operations Center	CAQC	OT	03
331-305-0701	Identify Civil-Military Transition Tasks	CAQC	OT	03
331-305-0750	Operate a Civil-Military Operations Center	CAQC	OT	03
331-305-0770	Determine Civil Affairs Support to Military Operations	CAQC	OT	03
331-305-0780	Evaluate Civil-Military Measures of Effectiveness	CAQC	OT	03
331-305-0784	Conduct Civil Affairs Activities	CAQC	BA	03
331-305-0832	Establish Civil-Military Measures of Effectiveness	CAQC	AN	03
331-305-0876	Implement the Use of Interpreters in Civil-Military Operations	CAQC	BA	03
331-305-0880	Conduct Civil Affairs Transfer of Authority	CAQC	OT	03
<b>Subject Area 3. Information Management</b>				
331-305-0628	Manage Civil-Military Operations (CMO) Information	CAQC	OT	03
331-305-0800	Synchronize Civil Affairs Activities With the Information Operations Campaign Plan	CAQC	BA	03



## CHAPTER 3

### MOS/Skill Level Tasks

#### Skill Level 9

#### Subject Area 1: Staff Skills

#### Integrate With the Supported Staff

#### 331-305-0610

**Conditions:** Assigned duties as a civil-military operations (CMO) officer or member of a CMO staff section on a supported unit staff, in a simulated tactical operations center (TOC), given commander's guidance, supported unit command policies and standing operating procedures (SOPs), selected organizational materials and equipment, and selected doctrinal references.

**Standards:** Become a functional and productive member or element of the supported staff within 24 hours of arrival.

#### Performance Steps

1. Identify the type and level of the supported staff.
  - a. Joint/coalition.
  - b. Corps/division.
  - c. Brigade/battalion.
  - d. Special Forces.
  - e. United States (U.S.) mission.
2. Review common staff and staff officer responsibilities and duties found in FM 101-5, *Staff Organization and Operations*.
3. Comply with supported command policies and SOPs.
  - a. Obtain copies of supported command policies or SOPs.
  - b. Determine what full-time position or function on the supported staff is responsible for Civil Affairs (CA) and CMO planning.
  - c. Determine what planning and plan review processes this staff undertakes.
  - d. Determine how the CMO officer and CA planning team participate in the campaign/operation plan review cycle and contingency planning cycle.
  - e. Determine where the CMO officer and CA planning team physically set up to integrate into the operational configuration of the supported staff.
  - f. Determine what kind of equipment and/or resources the CMO officer and CA planning team need to be fully functional with the supported staff.
  - g. Modify individual/team operations to comply with those of the supported organization.
4. Review the principles of group dynamics and the stages of group development that will facilitate integration with the supported staff during each of the stages.
  - a. Prepare a briefing for the supported commander and staff to facilitate the forming stage. At a minimum, the briefing should contain the purpose, mission, capabilities, requirements, and benefits that the CMO officer and CA planning team bring to the organization.
  - b. Rehearse managing conflict during the storming phase with professionalism. This includes being patient, encouraging open discussion of the issues, and continuously educating fellow staff members on how CA activities and CMO relate to their staff functions.
  - c. Identify indicators of the norming stage when collaboration becomes a staff norm. The CMO officer and CA team members should continue to share information and be open to giving and receiving feedback from fellow staff members.

### Performance Steps

- d. Identify indicators of the performing stage, which is characterized by productivity. Staff members value the contributions and ideas of others, promote interdependencies, and solve problems creatively. CMO officers and team members contribute to establishing milestones for success and identifying when these points are reached.
  - e. Prepare milestones and measures of effectiveness for separation and transition during the adjourning stage.
5. Report to the supported commander.
    - a. Introduce yourself and the CA planning team.
    - b. Obtain the initial commander's guidance for integrating with the supported staff.
    - c. Coordinate a time to present the briefing prepared in step 4a to the commander and supported staff.
    - d. Brief the commander and supported staff at the coordinated time.
      - (1) Make the commander aware of CA and CMO issues.
      - (2) Obtain the commander's assistance for any unresolved issues.
6. Conduct a reconnaissance of the area to become oriented to the environment in which the CA planning team will be operating.
    - a. Determining assigned billeting and workspace areas.
    - b. Determine the location of the civil-military operations center (CMOC) and other high visibility areas, conference rooms, and so on.
    - c. Obtain copies of policies and SOPs not received during predeployment preparation.
    - d. Determine key points of contact (POCs) among the supported staff, the staffs of higher and lower organizational levels, lateral and local civil agencies, nongovernmental organizations (NGOs), and so on.
    - e. Obtain locations of higher and lower organizational levels, lateral and local civil agencies, and NGOs via map reconnaissance and physical reconnaissance.
    - f. Obtain threat levels, off-limits areas, rules of engagement (ROE), uniform and security requirements within the security perimeter, and movement of officers outside the security perimeter.
    - g. Obtain locations of logistics and administrative support activities; for example, fuel point, postal distribution center, sundry items purchase, laundry and bath facilities, gymnasium, and so on.
7. Establish operations with the supported unit or organization according to the priorities of work established by unit or team SOP.
    - a. Integrate into the security plan of the supported staff according to supported unit SOP. This includes assignment and preparation of fighting positions and being briefed on contingency plans in effect.
    - b. Introduce planning team members to all supported staff.
    - c. Become a part of the staff information loop, headcount, and unit order of movement.
    - d. Set up tent for CMOC if a hard site is unavailable or inappropriate.
    - e. Establish communications and digital connections with the supported unit, as applicable.
    - f. Establish communications and digital connections with lower, adjacent, and higher level CA elements, as applicable. This includes establishing contingency communications plans during periods of disrupted operations.
    - g. Establish communications and digital connections with key civilian agencies in the area of operation (AO), as applicable. This includes establishing contingency communications plans during periods of disrupted operations.
    - h. Set up work area with all additional equipment needed to operate effectively, such as facsimile (fax), computers, and furniture. Coordinate with supported unit to fill shortfalls, as required.
    - i. Set up map board with overlays showing the tactical situation (for example, location of all units and maneuver graphics), and the civil situation (for example, CMO graphics showing locations of civil areas, structures, capabilities, organizations, people, and events in the AO that effect military operations). If the map is in an open area, it should be covered when not in use and contain no classified information.

**Performance Steps**

- j. Synchronize with the battle rhythm of the supported staff; for example, establish shifts for 24-hour operations and internal report and briefing schedules to feed supported staff's report and briefing schedule.
- k. Determine where the CMO officer will appear in the daily briefing to the supported commander.

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

**Performance Measures**

	<u>GO</u>	<u>NO GO</u>
1. Determined the correct type and level of supported staff.	—	—
2. Reviewed all pertinent reference material; for example, command policies, SOPs, and FM 101-5.	—	—
3. Formulated a staff integration plan, in advance of arrival at the supported staff, which includes how to participate in the supported staff's planning processes, what equipment and resources to take, and where to physically set up in the supported staff's operational configuration.	—	—
4. Prepared and rehearsed actions that will help facilitate integration with the supported staff during each of the stages of group development.	—	—
5. Established full operations with the supported staff, including communication with key external POCs, within 24 hours of arrival at the TOC.	—	—
6. Displayed confidence and competence upon arrival at the supported staff location and throughout all staff processes.	—	—
7. Participated actively in all staff processes.	—	—

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**

- FM 101-5
- FM 3-0
- FM 41-10
- JFSC PUB 1
- JP 3-57

**Related**

- ARTEP 41-701-10-MTP
- ARTEP 41-701-35-MTP
- ARTEP 41-701-60-MTP
- FM 100-8

## Prepare a Civil-Military Operations Estimate

331-305-0620

**Conditions:** As a Civil Affairs (CA) officer in a field environment and given a laptop or notebook computer; copy of the higher headquarters' order or plan with graphics; maps of the area of operation (AO); standing operating procedures (SOPs) of the supported unit, the higher headquarters, and the supporting CA unit; FM 3-0; FM 101-5; FM 41-10; FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*; JP 3-57; any existing civil-military operations (CMO) estimates and area assessments; and additional tools determined to be useful according to team experience and CA unit SOP for the particular type of mission. The supported unit has received a mission from higher headquarters, and the staff is given a warning order to conduct the military decision-making process.

**Standards:** Follow the proper format for the completed CMO estimate, and ensure it adequately supports the commander's decision-making process.

### Performance Steps

1. Gather and review the tools required for the mission analysis. These include:
  - a. Copy of the higher headquarters' order or plan, with graphics.
  - b. Maps of the AO.
  - c. SOPs of the supported unit, the higher headquarters, and the supporting CA unit.
  - d. Appropriate FMs.
  - e. Any existing CMO estimates and area assessments. At a minimum, the CA planners should have conducted an analysis of civil areas, structures, capabilities, organizations, people, and events (CASCOPE) for the AO.
  - f. Additional tools determined to be useful according to team experience and CA unit SOP for the particular type of mission.
2. Participate in the mission analysis process for the supported unit's mission according to FM 101-5 and FM 3-05.401.
  - a. Step 1. Analyze the higher headquarters' order.
  - b. Step 2. Conduct initial intelligence preparation of the battlespace (IPB).
  - c. Step 3. Determine specified, implied, and essential tasks.
  - d. Step 4. Review available assets.
  - e. Step 5. Determine constraints.
  - f. Step 6. Identify critical facts and assumptions.
  - g. Step 7. Conduct risk assessment.
  - h. Step 8. Determine initial commander's critical information requirements (CCIR).
  - i. Step 9. Determine the initial reconnaissance annex.
  - j. Step 10. Plan use of available time.
  - k. Step 11. Write the restated mission.
  - l. Step 12. Conduct a mission analysis briefing.
  - m. Step 13. Approve the restated mission.
  - n. Step 14. Develop the initial commander's intent.
  - o. Step 15. Issue the commander's guidance.
  - p. Step 16. Issue a warning order.
  - q. Step 17. Review facts and assumptions.
3. Initiate the CMO estimate by using the results of steps 1 and 2 and the CMO estimate format found in FM 41-10.
4. Determine CA priorities of effort and CMO measures of effectiveness (MOEs).
5. Participate in course of action (COA) development according to FM 101-5 and FM 3-05.401.
  - a. Step 1. Analyze relative combat power.
  - b. Step 2. Generate options.
  - c. Step 3. Array initial forces.

**Performance Steps**

- d. Step 4. Develop the scheme of maneuver.
  - e. Step 5. Assign headquarters.
  - f. Step 6. Prepare COA statements and sketches.
6. Participate in COA analysis according to FM 101-5 and FM 3-05.401.
- a. Analyze COAs from the civil-component perspective.
    - (1) Role-play civilian leaders and individual groups of civilians that will be encountered in the AO.
    - (2) Develop critical civilian decision points in relation to the friendly and enemy COAs.
    - (3) Project civilian reactions to both friendly and enemy actions.
    - (4) Project civilian losses due to expected collateral damage.
  - b. War-game and finalize the CA priorities of effort and CMO MOEs.
7. Refine CMO estimate.

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

**Performance Measures**

	<u>GO</u>	<u>NO GO</u>
1. Applied factors of CASCOPE in COA analysis.	_____	_____
2. Completed the estimate.	_____	_____

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

**References**

<b>Required</b>	<b>Related</b>
FM 101-5	JP 1-02
FM 3-0	
FM 3-05.401	
FM 41-10	
JP 3-57	

## **Prepare a Civil Affairs Annex to an Operations Plan/Operations Order**

**331-305-0626**

**Conditions:** As a Civil Affairs (CA) Soldier in a tactical operations center and given the commander's intent for civil-military operations (CMO), a CMO estimate, a selected course of action (COA), CMO planner's notes from the military decision-making process (MDMP), management/planning shelter, data processing unit, printer, power supply, illuminating light set, computer (laptop or notebook), field desk, cargo box (foot locker size), computer disks, computer paper, FM 3-0, FM 101-5, FM 101-5-1, FM 41-10, FM 3-05.401, and JP 3-57. Staff planners are directed to prepare the unit operation plan (OPLAN) and/or operation order (OPORD).

**Standards:** Prepare a CA annex to the OPLAN and/or OPORD that follows the proper CA annex format and satisfies the intent of the supported commander.

### **Performance Steps**

1. Review the commander's intent for CMO, the CMO estimate of the situation, selected COA, and CMO planner's notes from the mission analysis, COA development and war-gaming processes.
  - a. Identify specified, implied, and critical CA tasks.
  - b. Identify specified, implied, and critical CMO tasks.
  - c. Identify CA priorities of effort and CMO measures of effectiveness (MOEs).
  - d. Identify status and availability of attached CA forces.
2. Determine the CA mission statement.
3. Determine the supported commander's intent for CA.
4. Determine the concept of the CA operation, including CA priorities of effort.
5. Assign CA tasks to attached CA forces.
6. Coordinate assignment of CMO tasks to non-CA forces with appropriate staff officers. Ensure those tasks are reflected in the appropriate sections of the OPLAN and/or OPORD (for example, Tasks to Subordinate Units paragraph of paragraph 3 of the base plan/order and in the appropriate annexes to the base plan and the coordinating instructions paragraph of the CA annex).
7. Determine service support information applicable to the CA operation.
8. Determine command and signal information applicable to the CA operation.
10. Write the CA annex by using the results of steps 1 through 8 according to FM 101-5, FM 41-10, and FM 3-05.401.
11. Use appendixes to address major portions of the plan (for example, lines of operation) in more detail.
  - a. Foreign nation support plan.
  - b. Populace and resources control plan.
    - (1) Dislocated civilian plan.
    - (2) Noncombatant evacuation plan.
  - c. Humanitarian assistance plan.
  - d. Military civic action plan.
  - e. Emergency services plan.
  - f. Support to civil administration plan.
  - g. Transition plan.

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

**Performance Measures**

	<u>GO</u>	<u>NO GO</u>
1. Listed specified, implied, and critical CA and CMO tasks; CA priorities of effort; CMO MOEs; and status and availability of attached CA forces.	—	—
2. Wrote the CA mission statement.	—	—
3. Wrote the supported commander's intent for CA.	—	—
4. Wrote the concept of the CA operation, including CA priorities of effort.	—	—
5. Assigned CA tasks to attached CA forces.	—	—
6. Coordinated assignment of CMO tasks to non-CA forces with appropriate staff officers and ensured those tasks are reflected in the appropriate sections of the OPLAN and/or OPORD.	—	—
7. Wrote service support information applicable to the CA operation.	—	—
8. Wrote command and signal information applicable to the CA operation.	—	—
9. Wrote the complete CA annex with all appropriate appendixes.	—	—

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**

- FM 101-5
- FM 101-5-1
- FM 3-0
- FM 3-05.401
- FM 41-10
- JP 3-57

**Related**

**Coordinate With Key Personnel on Civil Affairs Operations and/or Civil-Military Operations**  
**331-305-0850**

**Conditions:** As a Civil Affairs (CA) Soldier in a field environment and given ongoing military operations, representatives from military and nonmilitary organizations participating in or affected by the military operations, and the commander's intent for civil-military operations (CMO). The CA team must, by direction or operational necessity, share or exchange information with others.

**Standards:** Ensure that coordination supports the commander's intent and overall United States military objectives.

**Performance Steps**

1. Identify specified and implied CA and CMO tasks.
2. Identify individuals or organizations that can support, hinder, or be affected by CA and CMO tasks identified in step 1. Consider the following:
  - a. Personalities, positions, and status.
  - b. Command and control structure.
  - c. Operations, goals, and objectives.
  - d. Resources.
  - e. Needs and wants.
3. Contact the point of contact (POC) to exchange coordination requirements identified in step 2.
4. Prepare a coordination plan that—
  - a. Prioritizes coordination efforts.
  - b. Establishes a coordination timeline.
  - c. Addresses methods of contact with key personnel.
5. Refine overall mission plan according to results of coordination effort.

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

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO GO</u></b>
1. Listed specified and implied CA and CMO tasks.	—	—
2. Listed individuals or organizations that can support, hinder, or be affected by CA and CMO tasks.	—	—
3. Listed coordination requirements for individuals or organizations.	—	—
4. Prepared a coordination plan.	—	—
5. Contacted POC according to coordination plan.	—	—
6. Exchanged coordination requirements with POC.	—	—

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

<p><b>Required</b>                  ARTEP 41-701-10-MTP                  ARTEP 41-701-35-MTP                  ARTEP 41-701-60-MTP</p>	<p><b>Related</b>                  FM 100-8                  JP 3-57</p>
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**References**

**Required**

FM 101-5  
FM 41-10  
JP 3-07  
JP 3-08

**Related**

## Conduct Mediation

331-305-0874

**Conditions:** Given the need to resolve issues between two or more parties affecting a military operation.

**Standards:** Achieve a resolution that supports the overall United States military objective.

### Performance Steps

1. Define negotiation.
  - a. Negotiation is a basic means of getting what you want from others.
  - b. It is back-and-forth communication designed to reach an agreement when you and the other side have some interests that are shared and others that are opposed.
  - c. Negotiation takes place every day, but it is not easy to do well.
  - d. Standard strategies for negotiation often leave people dissatisfied, worn out, or alienated and frequently, all three. However, with a little knowledge of the various negotiating styles and techniques and a little practice, anyone can be a successful negotiator.
2. Determine whether to pursue negotiations or to meet objectives and mission requirements in other ways.
  - a. Whether and when the individual proceeds with negotiations should be determined before anything else. This is usually based upon the negotiator's response to the following questions:
    - (1) Am I comfortable negotiating in this particular situation?
    - (2) Will negotiating meet my needs?
    - (3) Is the expenditure of energy and time on my part worth the benefits that I can receive as a result of this encounter?
  - b. Negotiations should only proceed when the answers to the above questions are "yes."
3. Establish a negotiating strategy before entering negotiations. Be prepared to pursue all other options while negotiating.
  - a. Obtain information on the other side so that you know where you stand and what his weaknesses are.
  - b. Build a strategy using the following different elements:
    - (1) Determine the composition of your negotiating team.
      - (a) Who will be on your team?
      - (b) How large do you want your team to be?
      - (c) Do you want specific individuals on your team?
    - (2) Designate responsibilities for individual team members. Who will negotiate, who will advise, and who will advise what?
    - (3) Determine the manner of negotiation.
      - (a) How will you proceed with the negotiations?
      - (b) Will only the chief negotiator be allowed to speak?
      - (c) Will he meet with the chief negotiator of the other side on a one-to-one basis?
      - (d) Will the remainder of the team be broken into smaller expert panels to consider specific points?
      - (e) Will breaks be predetermined?
    - (4) Decide which points you will be willing to concede, what incentives you can offer, and what are YOUR limitations?
    - (5) Decide on which negotiating style you wish to use, at least initially.
4. Establish all necessary protocols for negotiation.
  - a. Protocol is the practice of adhering to codes prescribing deference to superior rank and correct procedures during diplomatic exchanges and ceremonies. Since cultural factors and preconceptions determine the basis of the negotiating environment, protocol is important in satisfying cultural expectations and permitting a favorable atmosphere for initiating and conducting negotiations.

**Performance Steps**

- b. Protocol is especially important since an American's concept of the negotiation encounter itself is often vastly different from that of non-Americans.
5. Discuss the crucial elements of every negotiation.
  - a. Information about the total situation.
  - b. Time, which is a perception that varies with cultures.
  - c. Power, which is the capacity or ability to get things done, to exercise control over people, events, situations, or oneself.
6. Obtain as much information as possible to establish and support a negotiating strategy.
  - a. Information is the heart of negotiation. It affects our appraisal of reality, the decisions we make, and allows us to determine our adversary's weaknesses and develop an effective negotiating strategy.
  - b. Gathering information is a continuous process.
  - c. Information gathering is to determine the other side's real limits, the extent beyond which he will not go, and his weaknesses.
  - d. Obtain information from every source you can. Go to secretaries, clerks, third parties, engineers, janitors, spouses, technicians, agencies, and the other side's competition even the other side himself.
7. Determine the other side's personal strategy for decision making and agreement by using neurolinguistic programming (NLP).
  - a. NLP is used to produce a certain result by producing specific actions, both mental and physical, in one's adversary.
  - b. Syntax must be correct to obtain the desired result.
  - c. Strategy describes the combined effect of syntax with the production of certain actions (internal and external) to create a particular result.
  - d. Strategy is simply a specific ordering of modes in certain amounts, visual, auditory, and kinesthetic that produces a specific result.
  - e. Recognize common tendencies people develop and use those tendencies against them to create greater rapport and results.
  - f. People have one dominate representational system. Knowing another's main representational system allows you to present your message in a focused way that gets through.
8. Establish rapport and trust.
  - a. Rapport is learning to translate from your map of the world to someone else's. When negotiating, the way to go from discord to harmony is to go from concentrating on differences to concentrating on similarities.
  - b. Rapport is done by creating or discovering things in common. The process is called "mirroring" or "matching."
    - (1) Match others through the exchange of information.
    - (2) Create rapport by mirroring body language.
9. Discuss the value of trying to see the problem from an opponent's point of view.
  - a. How you see the world depends on where you sit.
  - b. The ability to see the situation as the other side sees it, as difficult as it may be, is one of the most important skills a negotiator can possess.
10. Explain the three primary negotiating styles: hard or winning at all costs; soft or easy with concessions; and principled or negotiating for mutual satisfaction.
  - a. The hard negotiator sees any situation as a contest of wills in which the side that takes the most extreme positions and holds out longer fares better.
  - b. The soft or easy negotiator wants to avoid personal conflict and so makes concessions readily to reach an agreement.
  - c. Principled negotiation is the most successful and mutually satisfying technique for obtaining specific objectives by using the merits of issues rather than a haggling process focused on what each side says it will and will not do. It is based upon four procedures.

### Performance Steps

- (1) Separate the people from the problem.
  - (2) Focus on interests, not problems.
  - (3) Invent options for mutual gain.
  - (4) Use objective criteria.
11. Explain the methods of principled negotiation.
- a. Separate the people from the problem.
    - (1) It is hard to deal with a problem without people misunderstanding each other, getting angry or upset, and taking things personally.
    - (2) Every negotiator has two kinds of interests—the substance of the negotiations and the relationship between the negotiators.
    - (3) A major consequence of the “people problem” in negotiation is that the parties’ relationship tends to become entangled with their discussions of substance.
    - (4) Base the relationship on accurate perceptions, clear communication, and appropriate emotions.
  - b. Focus on interests, not positions.
    - (1) Positioning locks negotiators into positions that can either preclude agreement or result in unwise agreements or an impasse.
    - (2) Problems in negotiation lie not in conflicting positions but in the conflict between each side’s needs, desires, concerns, and fears.
    - (3) Each side has multiple interests and the most powerful ones involve basic human needs.
  - c. Invent options for mutual gain.
    - (1) Before you enter negotiations, it is important to ask yourself what is the worst that can happen and what are my alternatives or options?
    - (2) One option is to ask “What if I do such-and-such? What will you offer in return?”
    - (3) Inventing options does not come naturally. Several factors can inhibit creating options.
      - (a) Premature judgment.
      - (b) Often it is assumed that the negotiations are a zero-sum game: I win, you lose. This either/or attitude will inhibit an effort to see an area of gray that will satisfy all interests.
      - (c) Encourage the development of options by separating the act of inventing options from the act of judging them and having as many options as possible rather than relying on a single one.
    - (4) Use objective criteria, which is some standard such as market value, international flight safety standards, scientific judgment, the international convention on human rights, tradition, or reciprocity.
12. Explain other techniques of negotiation.
- a. Pointing out deficiencies or blemishes in the offer will let your opponent know that your needs are not being met.
  - b. The ultimatum may force your opponent into agreement if he already has substantial time and energy invested in the negotiations and he is unwilling to waste the investment.
  - c. A minor concession or demand, also known as the nibble, may bring negotiations to a positive conclusion.
  - d. Admitting that you do not have all the answers and asking for help humanizes you and causes others to be more receptive to your approach.
  - e. An apparent weakness can be used as a weapon of strength.
  - f. With different regions of the world or different cultures, words to include English words, may have different meanings than what Americans are used to.
  - g. Move off the major item under discussion and deal with a secondary element related to the primary item of negotiation.
13. Discuss methods for exercising external power in principled negotiation.
- a. Power is the capacity or ability to get things done and to exercise control over people, events, situations, or oneself.
  - b. Power can manifest itself internally and externally.

**Performance Steps**

c. The 14 methods for exercising power are:

- (1) Power of competition.
- (2) Power of precedent.
- (3) Power of legitimacy.
- (4) Power of risk taking.
- (5) Power of commitment.
- (6) Power of expertise.
- (7) Power of the knowledge of needs.
- (8) Power of investment.
- (9) Power of reward or punishment.
- (10) Power of morality.
- (11) Power of persistence.
- (12) Power of patience.
- (13) Power of persuasive capacity.
- (14) Power of attitude.

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

**Performance Measures**

	<u>GO</u>	<u>NO GO</u>
1. Defined negotiation.	—	—
2. Determined whether to pursue negotiations or to meet objectives and mission requirements in other ways.	—	—
3. Established a negotiating strategy before entering negotiations.	—	—
4. Established all necessary protocols for negotiation.	—	—
5. Discussed the crucial elements of every negotiation.	—	—
6. Obtained adequate information to establish and support a negotiating strategy.	—	—
7. Determined the opponent’s personal strategy for decision making and agreement by using NLP.	—	—
8. Established rapport and trust.	—	—
9. Discussed the value of trying to see the problem from the other side’s point of view.	—	—
10. Explained the three primary negotiating styles: hard or winning at all costs; soft or easy with concessions; and principled or negotiating for mutual satisfaction.	—	—
11. Explained the methods of principled negotiation.	—	—
12. Explained other techniques of negotiation.	—	—
13. Discussed methods for exercising external power in principled negotiation.	—	—

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**

**Related**

ISBN 0395631246  
ISBN 0553371312

STP 41-38II-OFS

**References  
Required**

**Related**  
ISBN 0674003357  
ISBN 0840385854

**Transfer Civil-Military Tasks to Government or Nongovernment Organizations (GOs or NGOs),  
International Organizations, or the Indigenous Populace**

**331-305-0875**

**Conditions:** As a Civil Affairs officer or civil-military operations officer in a field environment and given commander's guidance, a refined transition plan (for example, operation order [OPORD]/fragmentary order [FRAGORD], representatives of government organizations [GOs], nongovernment organizations [NGOs], international organizations, and/or the indigenous populace), and civil-military tasks that must be transferred from military responsibility or control to civilian responsibility or control. The unit has been directed to transfer its operations to an incoming organization.

**Standards:** The transfer of tasks is achieved according to the commander's guidance.

**Performance Steps**

1. Review the transition plan.
2. Synchronize transition tasks to maximize information superiority.
3. Meet the incoming organization.
4. Orient the incoming organization to the area, including an introduction to all the essential players of military and civilian organizations remaining in the area.
5. Orient the incoming organization to the activity or task. This includes exchanging standards, requirements, procedures, routine and recurring events, and other information critical to the conduct of the activity or task. Demonstrate the activity or task, if possible.
6. Observe the incoming organization in performing the activity or task. The outgoing organization retains control of the activity or task during this process, providing critiques and guidance as needed.
7. Monitor the criteria (measures of effectiveness [MOEs]) established to determine when the incoming organization will assume control of the activity or task.
8. Transfer the task or tasks according to the plan.
9. Conduct an after action review and write an after action report.
10. Redeploy.
11. Monitor and/or provide reachback support to the incoming organization as directed or required (for example, periodic MOE review and/or validation, and theater engagement plans).

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

**Performance Measures**

	<u>GO</u>	<u>NO GO</u>
1. Reviewed the transition plan.	___	___
2. Oriented incoming organization to the area and activity.	___	___
3. Provided feedback to the incoming organization.	___	___

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**

ARTEP 41-701-10-MTP

ARTEP 41-701-35-MTP

ARTEP 41-701-60-MTP

FM 41-10

**Related**

FM 100-25

## Advise Key Personnel on Civil Affairs or Civil-Military Operations

**331-305-0877**

**Conditions:** As a Civil Affairs (CA) officer and given the need to communicate CA or civil-military operations (CMO) expertise.

**Standards:** Support the overall military objectives by giving timely, relevant, and accurate advice.

### Performance Steps

1. Conduct mission analysis to determine key personnel and information needs from entities such as—
  - a. Supported United States (U.S.) military commanders and staffs.
  - b. Other U.S. Government agencies.
  - c. Nongovernmental organizations.
  - d. Host nation government and military officials.
  - e. Indigenous population and its institutions.
  - f. Other foreign government and military officials in the area of responsibility.
  - g. International organizations.
  - h. Multinational corporations.
2. Advise key personnel on operational CA support capabilities according to—
  - a. Task organization.
  - b. CA functional specialties.
  - c. Operational doctrine.
3. Advise key personnel on operational risk for CA operations or CMO.
  - a. Force protection.
  - b. Nonengagement of the indigenous population and its institutions.
  - c. Credibility and legitimacy.
  - d. Support to future operations.
4. Advise key personnel concerning the moral and ethical treatment of personnel and property in the area of operation (AO).
  - a. Determine the legal status protections and basis of jurisdiction of U.S. forces located in a foreign country.
  - b. Determine basic requirements for the treatment of property and cultural facilities.
  - c. Determine CMO funding sources, procedures, and limitations.
5. Advise key personnel on cultural characteristics in the AO.
  - a. Consult area studies and assessments.
  - b. Identify cultural “dos and don’ts.”
  - c. Demonstrate cultural expertise.

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

### Performance Measures

	<u>GO</u>	<u>NO GO</u>
1. Completed mission analysis to determine key personnel and their information needs.	—	—
2. Prepared a capability briefing that covers CA functional specialty support according to mission analysis and task organization.	—	—
3. Advised key personnel on operational risk for CA operations or CMO.	—	—
4. Advised key personnel concerning the moral and ethical treatment of personnel and property in the AO.	—	—

**Performance Measures**

GO    NO GO

5. Prepared a briefing covering cultural characteristics for a specific AO.

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**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**  
FM 41-10

**Related**  
FM 22-100

Subject Area 2: Civil Affairs Operations

**Prepare for Civil Affairs Operations**

**331-305-0602**

**Conditions:** In any environment, given the supported commander’s intent, next higher headquarters’ operation plans (OPLANs) and/or operation orders (OPORDs), selected field manuals (FMs), country studies, automatic data processing (ADP) equipment, maps, current situation, and civil affairs (CA) database. The unit is directed to prepare for CA operations.

**Standards:** Prepare for CA operations in accordance with (IAW) supervisor’s guidance.

**Performance Steps**

1. Maintain currency and proficiency in assigned duties and responsibilities.
  - a. Generalist and specialist certifications.
  - b. Regional orientation (area and country studies and CA battle books).
  - c. Language, as required.
2. Maintain personal readiness for deployment.
  - a. Special operations forces (SOF) standards.
  - b. Family readiness.
3. Establish civil-military operations center (CMOC) according to mission, enemy, terrain and weather, troops and support available—time available, and civil considerations (METT-TC).
4. Review all mission-related references, for example, OPLAN and/or OPORDs, functional plans (FUNCPLANS), concept plans (CONPLANS), Joint Strategic Capabilities Plan (JSCP), and theater engagement plans (TEPs).
5. Collect information related to CA and civil-military operations (CMO) (preliminary assessment); for example, CA database, status of nonmilitary organizations and agencies, and area studies.
6. Integrate with supported staff or organization.
7. Participate in collaborative mission planning processes; for example, joint operation planning process (JOPP), Joint Operations Planning and Execution System (JOPES), military decision-making process (MDMP), troop-leading procedures (TLPs), and nonmilitary organization (interagency) processes.
8. Prepare mission planning products; for example, CMO estimate, CA annex, initial draft of transition plan, and CA unit OPORD.
9. Maintain vertical and lateral communications with participating and supporting military and nonmilitary organizations and agencies.
10. Disseminate the plan.
11. Rehearse the plan.

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

**Performance Measures**

	<u>GO</u>	<u>NO GO</u>
1. Maintained required certifications.	—	—
2. Maintained personal readiness.	—	—

**Performance Measures**

	<u>GO</u>	<u>NO GO</u>
3. Conducted mission analysis.	—	—
4. Prepared mission planning products.	—	—
5. Communicated with internal and external agencies related to the mission.	—	—
6. Disseminated the plan.	—	—
7. Rehearsed the plan.	—	—

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**

ARTEP 41-701-10-MTP  
 ARTEP 41-701-35-MTP  
 ARTEP 41-701-60-MTP  
 FM 101-5  
 FM 41-10

**Related**

FM 3-0  
 JP 3-05.2  
 JP 3-57

**Conduct Civil Affairs Transition Operations  
331-305-0612**

**Conditions:** As a Civil Affairs (CA) officer in a field environment and given commander's guidance, a transition plan, and an organization to which to transfer CA activities. The unit has been directed to terminate or transition operations.

**Standards:** Transfer or terminate the mission according to the transition plan.

**Performance Steps**

1. Review the transition plan.
  - a. Identify the tasks to be transferred.
  - b. Identify the transition type:
    - (1) Termination.
    - (2) Transfer of authority.
    - (3) Transfer to nonmilitary organization.
  - c. Identify transition timeline.
  - d. Identify transition measures of effectiveness (MOEs).
2. Conduct required coordination with affected entities.
3. Refine transition plan, as required.
4. Terminate or transfer CA tasks.
5. Evaluate results of transition according to transition MOEs.
6. Conduct after action review (AAR).
7. Redeploy.
8. Monitor transferred tasks, as directed, for sustainability and durability. Reengage as required or directed.

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

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO GO</u></b>
1. Listed transition types.	—	—
2. Coordinated with affected entities.	—	—
3. Terminated or transferred the tasks according to the transition plan.	—	—
4. Evaluated results.	—	—
5. Conducted AAR.	—	—

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

<b>Required</b>	<b>Related</b>
ARTEP 41-701-10-MTP	FM 100-8
ARTEP 41-701-35-MTP	JP 3-13.1
ARTEP 41-701-60-MTP	

**References**

**Required**

FM 101-5

FM 41-10

JP 3-57

**Related**

**Execute Civil Affairs Operations**  
**331-305-0650**

**Conditions:** As a Civil Affairs (CA) officer or civil-military operations (CMO) officer in any environment and given an operation order (OPORD), a deployment order (DEPOD) or an execute order, table of organization and equipment (TOE) equipment, automatic data processing (ADP), maps of the area of operation (AO), CA database, and current situation. The unit is directed to execute CA operations.

**Standards:** Employ CA forces, and execute the mission according to the OPORD and measures of effectiveness (MOEs).

**Performance Steps**

1. Move to objective according to OPORD and DEPOD or execute order.
2. Occupy the objective.
  - a. Establish a civil-military operations center (CMOC), if necessary.
  - b. Implement priorities of work.
3. Conduct deliberate assessments.
  - a. Validate the plan.
  - b. Develop the situation.
  - c. Establish relationships and rapport.
4. Refine the plan and issue fragmentary order (FRAGORD), as necessary.
5. Execute CA mission activities in support of OPORD and FRAGORD.
  - a. Focus on end state objectives.
  - b. Set the conditions for transition of civil-military tasks.
6. Conduct deliberate assessments to evaluate CA mission activities against planned and refined MOEs.
  - a. If MOEs are met, prepare to transition CA activities according to the transition plan.
  - b. If MOEs are not met, return to step 4.

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

**Performance Measures**

	<u>GO</u>	<u>NO GO</u>
1. Employed CA in the AO.	___	___
2. Conducted CA tasks in support of the OPORD.	___	___
3. Evaluated civil-military MOEs.	___	___

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

<b>Required</b>	<b>Related</b>
ARTEP 41-701-10-MTP	FM 101-5
ARTEP 41-701-35-MTP	FM 101-5-1
ARTEP 41-701-60-MTP	FM 3-0
FM 41-10	

## Conduct Civil Affairs Assessments

331-305-0651

**Conditions:** In a field environment and given commander's guidance, an operations order (OPORD) with a detailed Civil Affairs (CA) annex, an objective that requires a CA assessment, selected doctrinal references, flashlight, and lensatic compass. The CA officer is tasked to conduct a CA assessment in support of mission planning, plan refinement, or evaluate measures of effectiveness (MOEs).

**Standards:** Verify information contained in the assessment adequately supports CA and civil-military operations (CMO) planning, plan refinement, or validate MOEs.

### Performance Steps

1. Determine type of CA assessment; for example, preliminary or deliberate.
2. Conduct a preliminary assessment upon receipt of mission.
  - a. Analyze known information about the situation or conditions in the area of operations (AOs).
    - (1) Consult previously prepared area studies for the region that encompasses the AO.
    - (2) Research current data and statistics pertaining to the designated area, using the CA area assessment format found in FM 41-10 and the principles of mission, enemy, terrain and weather, troops and support available—time available, and civil considerations (METT-TC) for analyzing a situation. Sources of current information include intelligence summaries, special operations debrief and retrieval system (SODARS) reports, magazine and newspaper articles, and the Internet. When using the Internet, seek links to governmental organizations (GOs) and nongovernmental organizations (NGOs) on the ground (for example, United States Agency for International Development's [USAID's] Office of Foreign Disaster Assistance [OFDA] or NGOs tie to the relief website of the United Nation [UN]). The accuracy, reliability, and timeliness of the sources must be considered during analysis.
    - (3) Review the AO commander's strategic intent and operational focus.
    - (4) Read the primary planning document (for example, campaign plan, operation plan [OPLAN], theater engagement plan [TEP], concept plan [CONPLAN], functional plan, supporting plan, or OPORD).
    - (5) Read all supporting references, annexes, and appendixes to the primary planning document for assumptions and activities related to CA and CMO. Validate the accuracy of these assumptions and activities.
    - (6) Establish and maintain a civil-military operations center (CMOC) for coordination with nonmilitary organizations.
    - (7) Analyze the geographic area of operations defined in the primary planning document according to METT-TC (civil areas, structures, capabilities, organizations, people, and events [CASCOPE]), focusing on the strategic level civil considerations.
    - (8) Analyze and archive reports from the field.
    - (9) Catalog resources and points of contact that will be useful in updating future plans and conducting future operations.
  - b. Relate United States policy, goals, and objectives to the current situation.
    - (1) Review the national security strategy.
    - (2) Review the national military strategy.
    - (3) Review unilateral, bilateral, and multilateral treaties and agreements of the UN to which the United States is signatory.
    - (4) Review guidance from Chairman of the Joint Chiefs of Staff.
    - (5) Review alliance and coalition plans, as applicable.
  - c. Determine the number, type, and capabilities of assigned or apportioned assets to meet the known challenges of the assigned mission.
    - (1) Identify specified, implied, and essential CMO tasks for military forces.
    - (2) Identify specified, implied, and essential CA tasks for CA forces.

**Performance Steps**

- (3) Apportion CA forces against CA task requirements and ensure they are included in the time-phased force and deployment data (TPFDD).
  - d. Incorporate assessment results into the CMO estimate process.
  - e. Incorporate CMO considerations into the primary planning document, and supporting annexes and appendixes, as appropriate, for example, rules of engagement (ROE), indirect fires, information operations, logistics, interagency operations, and civil-engineering support.
3. Conduct a deliberate assessment upon entry into an AO or as directed. The deliberate assessment consists of two phases—initial assessment and survey.
- a. Prepare an assessment plan that includes the following:
    - (1) Composition of assessment team, including specialties required for specific tasks.
    - (2) Determine what information to gather by using the factors of CASCOPE.
    - (3) Determine the most likely source (person, place, event, and reference) from which to obtain the information.
    - (4) Prepare a list of questions to ask or observations to make for the source that supports the information requirements.
    - (5) Engage the source (for example, research references, observe activities, and interview individuals).
    - (6) Compile the results obtained in step 3a(5).
    - (7) Report the results according to unit standing operating procedure (SOP).
  - b. Conduct an initial assessment. (The objectives or focus of the initial assessment should be broad yet manageable.)
    - (1) Maintain awareness of the security situation at all times.
    - (2) Visit locations that will most likely provide the required information. Sources of pertinent information include municipal government and public safety offices, hospitals, medical clinics, feed centers, and host nation (HN), UN, and NGO relief sites.
    - (3) Determine actual conditions of the area, as directed by the mission statement, to confirm or deny assumptions made during the preliminary assessment.
    - (4) Determine resources required to conduct emergency relief operations or additional, more detailed surveys, as applicable.
    - (5) Report results to tasking headquarters according to unit SOP.
  - c. Conduct a survey. (The objectives or focus of the survey should be relatively narrow. Separate surveys of different objectives may be required to obtain an accurate assessment of the overall CMO objective.)
    - (1) Maintain awareness of the security situation at all times.
    - (2) Visit locations that will most likely provide the required information. Sources of pertinent information include municipal government and public safety offices, hospitals, medical clinics, feed centers, relief sites, clergy, major private industry, foreign embassies, and multinational corporations.
    - (3) Refer to detailed checklists to ensure all aspects of the objective are scrutinized appropriately, as directed by the mission statement.
    - (4) Conduct interviews with key personnel. Use prepared questions.
    - (5) Report results to tasking headquarters according to unit SOP.

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

**Performance Measures**

	<u>GO</u>	<u>NO GO</u>
1. Demonstrated appropriate use of assessment type for the designated mission phase.	—	—
2. Developed coherent assessment plan that satisfies assessment objectives.	—	—
3. Demonstrated attention to detail appropriate to assessment type.	—	—

**Performance Measures**

**GO**    **NO GO**

4. Used interpreters appropriately, as required.

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**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**

ARTEP 41-701-10-MTP  
ARTEP 41-701-35-MTP  
ARTEP 41-701-60-MTP

**Related**

FM 41-10

## Establish a Civil-Military Operations Center

**331-305-0700**

**Conditions:** As a Civil Affairs (CA) officer in a field environment and given a supported unit or organization, a civil component of a military operation, personnel and equipment for a civil-military operations center (CMOC) as outlined in FM 3-05.401. The planning team has been directed to establish a means to analyze, monitor, plan, coordinate, synchronize, and influence the civil component of the military operation.

**Standards:** Manned, equipped, and prepared the CMOC to coordinate civil-military operations (CMO) for the supported commander within 24 hours.

### Performance Steps

1. Determine purpose and tasks of the CMOC.
  - a. Review the supported unit's mission.
  - b. Review the doctrinal definition and functions of a CMOC.
2. Determine the structure of the CMOC.
  - a. Identify minimum organization and equipment requirements.
  - b. Identify additional organization and equipment requirements.
  - c. Develop an expansion plan.
3. Determine CMOC location options. Consider the following:
  - a. Inside security perimeter of the supported unit.
  - b. Outside security perimeter of the supported unit.
  - c. Mobile CMOC.
  - d. Combination of location options 3a through 3c above.
  - e. Nonstandard CMOC facilities.
4. Determine CMOC security considerations.
5. Determine CMOC force protection measures.
6. Displace CMOC, as required.

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

### Performance Measures

	<u>GO</u>	<u>NO GO</u>
1. Described the purpose and tasks of the CMOC.	—	—
2. Described the organization and equipment requirements of the CMOC.	—	—
3. Listed CMOC location options.	—	—
4. Described CMOC security considerations.	—	—
5. Described CMOC force protection measures.	—	—
6. Determined when the CMOC should be displaced.	—	—

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**

FM 3-05.401

FM 41-10

JP 3-57

**Related**

## Identify Civil-Military Transition Tasks

**331-305-0701**

**Conditions:** As a Civil Affairs (CA) officer in a civil-military operations center (CMOC) and given a commander's intent, representatives of governmental organizations (GOs), nongovernmental organizations (NGOs), international organizations, or the indigenous populace, and a requirement (operation order and/or fragmentary order) to transfer operations from military responsibility or control to civilian responsibility or control. The planning team has been directed to determine the transition requirements that will be incorporated into a transition plan.

**Standards:** Create a list of civil-military transition tasks that satisfies the commander's intent.

### Performance Steps

1. Analyze the mission for specified and implied transition tasks.
2. Review CA assessments to validate current conditions.
3. Analyze end state requirements for implied transition tasks; for example—
  - a. Match components within the incoming organization that are the same or similar in nature to components within the unit being replaced.
  - b. Identify competent, trustworthy individuals to fill positions within the relieving organizational structure.
  - c. Identify equipment and facilities required to perform the activity or task and who will provide them. Prepare the appropriate property control paperwork if transferring equipment and/or facilities between organizations.
  - d. Create timelines that provide sufficient overlap between the outgoing and incoming organizations.
  - e. Determine, if necessary, how to conduct demilitarization of indigenous forces and incorporation of former belligerents into the private sector.
  - f. Determine the criteria (measures of effectiveness [MOEs]) that will dictate when the incoming organization will assume control of the activity or task; for example, a target date, task standard, or level of understanding.
4. List the transition tasks.
5. Monitor MOEs.
6. Refine tasks, as required, to accommodate changing conditions.
7. Incorporate tasks into transition plans of effected organizations.

**Evaluation Preparation:** Setup: Provide the officer with adequate training and testing facilities, sufficient time to review the tasks materials, pencil, paper, and needed resource materials.

### Performance Measures

	<u>GO</u>	<u>NO GO</u>
1. Analyzed the mission by using mission, enemy, terrain and weather, troops and support available—time available, and civil considerations (METT-TC).	—	—
2. Reviewed CA assessments.	—	—
3. Analyzed end state requirements.	—	—
4. Listed tasks.	—	—
5. Monitored MOEs.	—	—
6. Refined tasks.	—	—

**Performance Measures**

**GO**    **NO GO**

7. Provided input to transition plan.

\_\_\_\_\_

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**  
FM 41-10

**Related**  
ARTEP 41-701-10-MTP  
ARTEP 41-701-35-MTP  
ARTEP 41-701-60-MTP  
FM 100-8  
JP 3-0  
JP 3-57

**Operate a Civil-Military Operations Center  
331-305-0750**

**Conditions:** As a Civil Affairs (CA) officer in a field environment and given an established civil-military operations center (CMOC) during a military operation and commander’s guidance for civil-military operations (CMO). The planning team is required to maintain, expand, and contract the CMOC according to the requirements of the military operation.

**Standards:** Operate the CMOC according to the commander’s guidance.

**Performance Steps**

1. Execute force protection measures.
2. Execute security measures.
3. Establish the CMOC battle rhythm.
  - a. Supervise the CMOC staff.
  - b. Manage CMO information.
  - c. Coordinate functional specialties.
  - d. Conduct CMOC meetings.
4. Reorganize or reconfigure the CMOC.

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

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO GO</u></b>
1. Executed force protection measures.	_____	_____
2. Executed security measures.	_____	_____
3. Maintained CMOC battle rhythm.	_____	_____
4. Reorganized or reconfigured the CMOC, as required.	_____	_____

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

<b>Required</b>	<b>Related</b>
ARTEP 41-701-10-MTP	
ARTEP 41-701-35-MTP	
ARTEP 41-701-60-MTP	
FM 3-0	
FM 41-10	
JFSC PUB 1	
JP 3-0	
JP 5-0	

**Determine Civil Affairs Support to Military Operations**  
**331-305-0770**

**Conditions:** As a Civil Affairs (CA) officer, civil-military operations officer, or CA sergeant in a tactical operations center environment and given an operation plan (OPLAN) and/or operation order (OPORD) from higher headquarters, appropriate FMs, current situation, CA database, and commander’s guidance. The planning team has been directed to determine the requirements that will be incorporated into a unit OPLAN and/or OPORD.

**Standards:** The identified CA support satisfies the supported unit commander’s guidance .

**Performance Steps**

1. Identify Army special operations forces (ARSOF) operations.
  - a. Identify ARSOF force structure.
  - b. Identify primary ARSOF missions and collateral activities.
2. Identify CA organization and functions.
  - a. Force structure.
  - b. Functional specialties (16) and their teams.
  - c. Planning teams.
  - d. Tactical teams.
  - e. Civil-military operations center.
  - f. CA activities.
3. Identify the components of the CA methodology.
  - a. Assess.
  - b. Decide.
  - c. Develop and detect.
  - d. Deliver.
  - e. Evaluate.
  - f. Transition.
4. Identify Army operations.
  - a. Identify offensive operations.
  - b. Identify defensive operations.
  - c. Identify stability operations.
  - d. Identify support operations.

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

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO GO</u></b>
1. Described Army operations.	—	—
2. Described ARSOF operations.	—	—
3. Described CA organization and functions.	—	—
4. Listed CA activities.	—	—
5. Described the components of the CA methodology.	—	—

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**

FM 100-25  
FM 3-0  
FM 41-10  
JP 3-0

**Related**

ARTEP 41-701-10-MTP  
ARTEP 41-701-35-MTP  
ARTEP 41-701-60-MTP  
FM 100-8  
JP 3-07

**Evaluate Civil-Military Measures of Effectiveness**  
**331-305-0780**

**Conditions:** As a Civil Affairs (CA) officer in a field environment and given a civil decisive point in a selected civil-military line of operation and measures of effectiveness (MOEs) evaluation plan. The CA officer is directed to evaluate the effectiveness of the outcome of the civil decisive point.

**Standards:** Evaluate MOEs according to the plan.

**Performance Steps**

1. Review evaluation plan. This evaluation plan will address the following:
  - a. Who will observe the MOEs?
  - b. When will the MOEs be observed?
  - c. How will the MOEs be observed?
  - d. Where will the observation be made?
  - e. Who will approve and validate achievement of the MOEs?
  - f. What actions will be taken when the MOEs are satisfactorily achieved?
2. Evaluate the MOEs according to the evaluation plan.
3. Determine mission success or shortfalls.
  - a. If satisfactorily achieved, take action according to the plan.
  - b. If not satisfactorily achieved, determine options that consider the following:
    - (1) Monitoring the operation and reevaluating at a later time.
    - (2) Accepting the results and implementing fragmentary orders for follow-on actions.
    - (3) Determining cause and effect and implementing branches or sequels to the plan or developing a new plan to achieve the same or refined MOEs.

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

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO GO</u></b>
1. Evaluated MOEs according to the plan.	_____	_____
2. Determined effectiveness of the civil decisive point as successful or not successful.	_____	_____
3. Implemented a follow-on action.	_____	_____

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

<b>Required</b>	<b>Related</b>
ARTEP 41-701-10-MTP	
ARTEP 41-701-35-MTP	
ARTEP 41-701-60-MTP	
FM 100-8	
FM 41-10	
JP 3-57	

## Conduct Civil Affairs Activities

**331-305-0784**

**Conditions:** As an officer on a Civil Affairs (CA) team and given current situation and an operation plan (OPLAN) and/or operation order (OPORD).

**Standards:** Prepare for, execute, and transition CA tasks associated with CA mission and collateral activities in accordance with the OPORD and/or OPLAN.

### Performance Steps

1. Prepare for the conduct of CA mission activities.
  - a. Assess current conditions against a defined norm or established standards, from receipt of the mission through the mission analysis process.
  - b. Decide who, what, when, where, why, and how to focus CA assets and activities toward a common operational effect during course of action (COA) analysis, COA decision, and when creating the CA and civil-military operation (CMO) plan.
  - c. Develop rapport and relationships while detecting conditions that may trigger or mitigate a specific CA/CMO response for input to the common operational picture (COP), which helps set up the common operational response (COR), to achieve a common operational effect (COE).
2. Execute CA mission activities.
  - a. Conduct foreign nation support (FNS) activities.
    - (1) Identify or validate sources of FNS.
    - (2) Consult, enforce, or monitor existing FNS agreements.
    - (3) Assist in the agreement process where none exists or modification is needed.
    - (4) Track costs associated with use of FNS assets.
    - (5) Perform quality control assessments of FNS products, services, and associated costs.
    - (6) Assist in the arbitration of problems arising from the use or misuse of FNS.
  - b. Conduct populace and resources control (PRC) activities.
    - (1) Identify or evaluate existing host nation PRC measures.
    - (2) Advise on PRC measures that would effectively support the commander's objectives.
    - (3) Recommend command guidance on how to implement PRC measures.
    - (4) Publicize the control measures among host nation authorities and local populace.
    - (5) Assess the effectiveness of the measures.
    - (6) Participate in the execution of selected PRC activities as required.
    - (7) Assist in the arbitration of problems arising from the implementation of PRC measures.
  - c. Conduct dislocated civilian (DC) operations.
    - (1) Identify or evaluate existing host nation and/or international community DC plans and operations.
    - (2) Advise on DC control measures that would effectively support the commander's objectives.
    - (3) Advise on how to implement DC control measures.
    - (4) Publicize the control measures among host nation authorities and local populace.
    - (5) Assess the effectiveness of the measures.
    - (6) Participate in the execution of selected DC operations activities, as required.

**Performance Steps**

- (7) Assist in the arbitration of problems arising from the implementation of DC control measures.
  - d. Conduct noncombatant evacuation operations (NEO).
    - (1) Participate in the writing and coordination of NEO plans.
    - (2) Identify, validate, or evaluate host nation and/or international community resources designated for use in the NEO.
    - (3) Participate in the execution of selected NEO activities, as required.
    - (4) Assist in the arbitration of problems arising from the implementation of NEO plans.
  - e. Conduct humanitarian assistance (HA) activities.
    - (1) Participate in interagency assessment, planning, and synchronizing of HA activities.
    - (2) Identify, validate, or evaluate host nation and/or international community resources designated for use in HA activities.
    - (3) Participate in the execution of HA activities, as required.
    - (4) Track costs associated with execution of HA.
    - (5) Perform quality control assessments of HA activities and costs.
    - (6) Assist in the arbitration of problems arising from the execution of HA activities.
  - f. Conduct military civic action (MCA) activities.
    - (1) Identify, validate, or evaluate MCA project nominations.
    - (2) Synchronize MCA projects with other programs, both military and civilian.
    - (3) Participate in the execution of selected MCA activities, as required.
    - (4) Track costs associated with the execution of MCA.
    - (5) Perform quality control assessments of MCA activities and costs.
    - (6) Assist in the arbitration of problems arising from the execution of MCA activities.
  - g. Conduct emergency services (ES) activities.
    - (1) Identify, validate, or evaluate host nation and/or international community ES plans and resources designated for use in ES activities.
    - (2) Participate in interagency assessment, planning, and synchronizing of ES activities.
    - (3) Participate in the execution of selected ES activities, as required.
    - (4) Track costs associated with execution of ES.
    - (5) Perform quality control assessments of ES activities and costs.
    - (6) Assist in the arbitration of problems arising from the execution of ES activities.
  - h. Conduct support to civil administration (SCA) activities.
    - (1) Identify, validate, or evaluate host nation infrastructure.
    - (2) Understand the needs of the host nation in terms of the CA functional specialties.
    - (3) Monitor and anticipate future requirements of the host nation in terms of the CA functional specialties.
    - (4) Perform liaison functions between military and civilian agencies.
    - (5) Coordinate and synchronize collaborative interagency or multinational support to SCA activities.
    - (6) Participate in the execution of selected SCA activities, as required.
    - (7) Perform quality control assessments of SCA activities and costs.
    - (8) Assist in the arbitration of problems arising from the execution of SCA activities.
    - (9) Coordinate and synchronize transition of SCA activities from military to indigenous government or international community control.
3. Evaluate the results of executed CA mission activities to determine if established measures of effectiveness (MOEs) have been met.

**Performance Steps**

- a. Evaluate effects of the activity based on the CA functional specialties.
  - b. Determine sustainability of projects and programs.
  - c. Recommend follow-on actions.
4. Transfer CA mission activities to follow-on CA forces, other military units, host nation assets, or international organizations/nongovernmental organizations, as appropriate.
- a. Synchronize transition plans.
  - b. Ensure activities are durable and sustainable.
  - c. Transition of authority/relief in place.

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

**Performance Measures**

	<u>GO</u>	<u>NO GO</u>
1. Prepared for CA mission activities.	—	—
2. Executed CA mission activities.	—	—
3. Evaluated CA mission activities.	—	—
4. Transferred CA mission activities.	—	—

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**  
JP 3-57

**Related**  
FM 100-8  
FM 3-07  
FM 41-10

## Establish Civil-Military Measures of Effectiveness

331-305-0832

**Conditions:** As a Civil Affairs (CA) or civil-military operations (CMO) officer in an operational environment and given the requirement to establish civil-military measures of effectiveness (MOEs) and the commander's intent; higher headquarters operation plan (OPLAN) and/or operation order (OPORD); FM 3-0; FM 41-10; FM 3-05.401; JP 3-57; JP 3-57.1, *Joint Doctrine for Civil Affairs*; mission-related nonmilitary references (for example, United States Agency for International Development [USAID] Field Operations Guide, United Nations Office of the High Commissioner for Refugees [UNHCR] Handbook, the Sphere Project Minimum Standards Response); and preliminary assessments with detailed analysis of civil areas, structures, capabilities, organizations, people, and events (CASCOPE) that identifies prehostility or internationally accepted norms and standards against current conditions.

**Standards:** Establish MOEs according to completed mission analysis and design considerations specified in FM 3-05.401, Chapter 4.

### Performance Steps

1. Determine civil-military lines of operations.
  - a. Foreign nation support.
  - b. Populace and resources control.
  - c. Humanitarian assistance.
  - d. Military civic action.
  - e. Emergency services.
  - f. Support to civil administration.
2. Determine civil-military objectives for each line of operation.
  - a. Identify civil-military objectives for each line of operation.
  - b. Identify civil decisive points along each line of operation.
3. Determine desired outcomes of civil decisive points.
4. Determine the MOEs to evaluate the effectiveness of the civil decisive point outcomes.
  - a. MOEs are defined in qualitative and quantitative values to correlate or predict the value or measures of a system or organization.
  - b. MOEs are appropriate to the objective of the end-state and help the decision makers understand the status of the situation in different civil-military lines of operations.
  - c. MOEs are mission-related ensuring the mission is clearly understood by all participants, focus on assessing the effectiveness of the mission and not the accomplishment of the supporting tasks, cover all aspects of the mission, and are supported by the military decision-making process (MDMP).
  - d. MOEs are cost-effective and reasonable so as not to levy too high a burden on limited resources.
  - e. MOEs are sensitive to changes with progress toward meeting the mission objectives and measured in sufficient detail that changes will be apparent.
  - f. MOEs are timely and responsive to changes the participants are trying to measure in a timely enough manner for the participants to act.
  - g. MOEs are categorized into civil-military lines of operations.
  - h. MOEs indicate trigger points that show when responsibility for a sector of civil-military objectives can be turned over to civilian society.
5. Establish an evaluation plan.
  - a. Determine who will observe the MOEs.
  - b. Determine when the MOEs will be observed.
  - c. Determine how the MOEs will be observed.
  - d. Determine where the observation will be made.
  - e. Determine who will approve and validate achievement of the MOEs.

**Performance Steps**

- f. Determine what actions will be taken when the MOEs are satisfactorily achieved.

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

<b>Performance Measures</b>	<u><b>GO</b></u>	<u><b>NO GO</b></u>
1. Determined the civil-military lines of operation.	—	—
2. Listed the civil-military objectives and the civil decisive points.	—	—
3. Determined the desired outcomes of the civil decisive points.	—	—
4. Determined the MOEs.	—	—
5. Wrote the evaluation plan.	—	—

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**

- FM 3-0
- FM 3-05.401
- FM 41-10
- JP 3-57
- JP 3-57.1

**Related**

**Implement the Use of Interpreters in Civil-Military Operations  
331-305-0876**

**Conditions:** As a Civil Affairs (CA) officer and given the requirement to communicate through interpreters.

**Standards:** Communication results in an accurate transfer of information.

**Performance Steps**

1. Select an interpreter based on mission analysis and:
  - a. Native language speaking capability.
  - b. Social status.
  - c. English language fluency.
  - d. Intellectual capacity (intelligence).
  - e. Technical ability.
  - f. Reliability and loyalty.
  - g. Gender, age, and race.
  - h. Compatibility.
  - i. Candidate character and security implications.
2. Orient an interpreter to his/her duties and responsibilities.
  - a. Establish a rapport with the interpreter.
  - b. Explain interpreter's status in regards to rules of engagement (ROE).
  - c. Practice various methods of interpretation and communication.
  - d. Coordinate the actions of multiple interpreters during orientation (if used).
  - e. Conduct periodic testing or validation.
3. Communicate through one or more interpreters.
  - a. Speak to (look at) the subject.
  - b. Speak slowly and articulate words for the interpreter.
  - c. Break thoughts into segments.
4. 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.
  - e. Direct the actions of multiple interpreters during communication.

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

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO GO</u></b>
1. Selected appropriate interpreter according to mission analysis and preferred characteristics.	—	—
2. Oriented interpreters to their duties and responsibilities.	—	—
3. Communicated through one or more interpreters.	—	—
4. Controlled interpreters during communication.	—	—

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**Conduct Civil Affairs Transfer of Authority**  
**331-305-0880**

**Conditions:** Given a mission, background information, and a United States Army Psychological Operations (PSYOP) unit.

**Standards:** Determine the PSYOP role in support of civil-military operations (CMO) in accordance with (IAW) FM 41-10, pages 1-10 and 6-12.

**Performance Steps**

1. Identify transferable tasks.
  - a. Civil-military mission activities.
  - b. Administrative tasks, hand receipts, and equipment.
2. Exchange liaison officers (may not always be possible but should make every effort to accomplish this step).
3. Develop transfer of authority (TOA) timeline with critical tasks.
4. Receive replacing unit.
5. Exchange key civil-military information.
  - a. Nongovernmental organization (NGO) and/or international organization status.
  - b. Threat level.
  - c. Point of contact (POC) lists.
  - d. All CMO-archived information (civil-military operations center [CMOC]).
  - e. Standing operating procedures (SOPs) (supported unit).
  - f. Battle rhythm schedule (meeting).
6. Orient replacing unit to current tasks.
7. Orient replacing unit to area of responsibility (AOR).
8. Supervise incoming unit while executing CA-CMO activities—critique, analyze, and comment.
9. Conduct official transfer IAW timeline and/or operation order.
10. Prepare after action report.
11. Redeploy.

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

**Performance Measures**

	<u>GO</u>	<u>NO GO</u>
1. Developed transferable task list.	—	—
2. Exchanged liaison officers.	—	—
3. Developed timeline.	—	—
4. Received replacing unit.	—	—
5. Exchanged critical information.	—	—
6. Oriented unit to current tasks.	—	—
7. Oriented replacing unit to AOR.	—	—

**Performance Measures**

	<u>GO</u>	<u>NO GO</u>
8. Supervised incoming unit.	—	—
9. Conducted transfer.	—	—
10. Prepared after action report.	—	—
11. Redeployed.	—	—

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**  
FM 33-1-1

**Related**  
JP 3-07.5  
JP 3-07.6  
JP 3-16  
JP 3-53  
JP 3-57

Subject Area 3: Information Management

**Manage Civil-Military Operations (CMO) Information**  
**331-305-0628**

**Conditions:** As a Civil Affairs (CA) officer or civil-military operations (CMO) officer in a field environment and given commander's guidance; CMO estimate; current CA assessments; classification guide for the operation; an established civil-military operations center (CMOC); unit standing operating procedure (SOP); and AR 380-5, Department of the Army Information/Security Program; FM 41-10; FM 3-05.401; and United States Army Special Operations Command (USASOC) Regulation (Reg) 350-1, *Training Army Special Operations Forces (ARSOF) Active Component Training*. The CA team generates or receives CMO information.

**Standards:** Classify, protect, and disseminate CMO information according to applicable regulations and unit SOP.

**Performance Steps**

1. Identify information requirements.
  - a. Identify commander's critical information requirements (CCIR).
  - b. Identify essential elements of friendly information (EEFI).
  - c. Review assessments.
2. Identify information sources.
  - a. Civilians.
  - b. Documents and libraries.
  - c. Newspapers and periodicals.
  - d. Nongovernmental organizations.
  - e. United States military (reports and briefings).
  - f. Host nation military.
3. Protect CA and CMO information.
  - a. Classification.
  - b. Operations security (OPSEC).
  - c. Signals security (SIGSEC).
  - d. Physical security (PHYSEC).
  - e. Personnel security (PERSEC).
4. Maintain CA and CMO information.
  - a. Daily journal.
  - b. CA workbook.
  - c. Situation map (SITMAP).
  - d. Protected target list (PTL).
  - e. Resource card file.
  - f. Message log.
5. Analyze CA and CMO information.
  - a. Identify potential problems.
  - b. Determine trends.
  - c. Establish measures of effectiveness (MOEs).
  - d. Evaluate MOEs.
  - e. Determine relevancy to current and future operations.
6. Transmit CA and CMO information.
  - a. Determine who needs to know.
  - b. Determine methods of transmission (e-mail, courier, radio, or face-to-face).

**Performance Steps**

- c. Format information (briefings, reports, and/or overlays).

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

**Performance Measures**

	<u>GO</u>	<u>NO GO</u>
1. Listed information requirements.	—	—
2. Listed information sources.	—	—
3. Described techniques for protecting CA and CMO information.	—	—
4. Maintained CA and CMO information (hard and electronic copy).	—	—
5. Analyzed CA and CMO information.	—	—
6. Transmitted CA and CMO information.	—	—

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**

- AR 380-5
- ARTEP 41-701-10-MTP
- ARTEP 41-701-35-MTP
- ARTEP 41-701-60-MTP
- FM 101-5
- FM 3-0
- FM 41-10
- USASOC REG 350-1

**Related**

- FM 3-05.401
- JP 3-57

## Synchronize Civil Affairs Activities With the Information Operations Campaign Plan

331-305-0800

**Conditions:** As a Civil Affairs (CA) officer in a tactical operations center and given FM 100-6, *Information Operations*; FM 101-5, *Staff Organization and Operations*; and JP 3-13, *Joint Doctrine for Information Operations*; operation plan (OPLAN) and/or operation order (OPORD); information operations campaign plan; civil-military operations (CMO) estimate; access to the information operations cell and/or nonlethal effects cell; and the information operations planner.

**Standards:** Ensured that synchronized, mutually supportive activities are reflected in the CA and information operations annexes.

### Performance Steps

1. Describe key aspects of information operations. What are information operations? Why are they important? Why are they important to staff officers?
  - a. Describe information operations and information superiority. The new era in which the Army must function is characterized by the accelerated growth of a seemingly endless array of information technologies. Now, more than ever before, timely and accurate information is essential so commanders can coordinate, integrate, and synchronize combat functions on the battlefield. If we do not protect our information systems and if we do not effectively affect our adversary's, we put our mission at risk. In fact, we could surrender our technological edge and the advantage that can be gained by attaining information superiority.
  - b. Describe information operations components. Information operations include the elements of operation security (OPSEC), Psychological Operations (PSYOP), electronic warfare (EW), military deception, counterintelligence, counterpropaganda, counterdeception, physical security, computer network attack, special information operations, and physical destruction, and the related activities of CA and public affairs.
2. Describe CA support of information operations.
  - a. Determine the scope of information operations. Information operations occur throughout the spectrum of conflict. CMO may comfortably contribute to all spheres of activity and have particular utility during peace and transitions from conflict and war and peace that is not shared by other military specialties that contribute to information operations by offensive, electronic, or kinetic means. Foreign internal defense (FID), unconventional warfare (UW), PSYOP, stability and support operations, military operations other than war (MOOTW), and CMO will not likely fall into the comfort zone of those information warriors focused on attack and destruction. You must be aware of this. Your contributions that are vital to achieving force protection and the accomplishment of tactical, operational, military strategy, and national objectives are not understood. You must be prepared to bring understanding and promote your ability to enhance the success of military actions to achieve United States objectives by the conduct of CMO.
  - b. Describe CMO support of information operations. No other element of the force is specifically charged with establishing and maintaining relationships between forces in the field and the general population. Other forces do as a matter of course, however, in the absence of such relationships. CA has the charter to take initiative and establish and maintain the ties between the indigenous population and military forces that are often transient or of a fleeting nature.

**Performance Steps**

- c. Describe information operations planning. Information operations are managed by a collective from the various headquarters involved in military operations. This collective that expands and contracts according to mission, enemy, terrain and weather, troops and support available—time available, and civil considerations is referred to generically as the information operations cell. Unless CMO planners are rigorous and energetic in their participation in this venue, their contribution is apt to be limited. Information operations planners integrate and deconflict various capabilities and activities to achieve information operations objectives that support the joint force commander’s mission objectives. CMO is one of the activities that must be integrated to successfully accomplish information operations. CMO planners ensure they take an active part in information operations cell meetings and planning efforts to ensure that CMO considerations and concerns are clearly understood and addressed.
- d. Determine the relationship of CMO to information operations.

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

**Performance Measures**

	<u>GO</u>	<u>NO GO</u>
1. Described key aspects of information operations.	—	—
2. Described CA support of information operations.	—	—

**Evaluation Guidance:** Score the officer GO if all performance measures are passed. Score the officer NO-GO if any performance measure is failed. If the officer scores NO-GO, show the officer what was done wrong and how to do it correctly.

**References**

**Required**

- FM 100-6
- FM 101-5
- FM 3-0
- FM 41-10
- JP 3-13
- JP 3-13.1
- JP 3-57

**Related**

- ARTEP 41-701-10-MTP
- ARTEP 41-701-35-MTP
- ARTEP 41-701-60-MTP



## APPENDIX A - SPECIFIC JOB SUMMARIES AND RESOURCES

**1. GENERAL.** CA officers should complete normal education and training requirements to advance and develop themselves professionally and personally. Much, if not most, of the CA officer's expertise should be drawn from his civilian education and experience. Professional development for captains involves the typical duty positions listed in the following paragraphs.

a. The company executive officer coordinates the administrative, logistics, maintenance, medical, and food service needs for the company. He oversees the company's operations, movements, security, internal arrangements, and organization. He assumes command in the absence of the company commander.

b. The battalion staff officer may serve as an administrative, intelligence, assistant operations, or logistics officer:

(1) Administrative Officer (S-1). Is the commander's principal staff officer on unit strength maintenance, personnel service support, administrative support, safety and accident prevention, and headquarters management. Supervises the activities of the S-1 section personnel.

(2) Intelligence Officer (S-2). Is the commander's principal staff officer on all military intelligence matters. Has primary staff responsibility for the production of intelligence, counterintelligence, and intelligence training. Supervises the activities of the S-2 section personnel.

(3) Assistant Operations Officer (Assistant S-3). Assists the operations officer with operations, plans, organization and training, and the supervision of the S-3 personnel.

(4) Logistics Officer (S-4). Is the commander's principal staff officer for supply, maintenance, transportation, and services. Supervises the S-4 personnel.

c. The CA officer serves as the assistant public administration officer, dislocated civilian officer, civil supply officer, public communications officer, civil defense officer, public works officer, direct support team leader, civic action team leader, or civil-military operations officer. He has staff responsibility for those activities embracing the relationship among the military forces, the civil authorities, and the civilian populace in the area of operation. He advises, assists, prepares plans, and recommends policies and procedures for CA activities.

**2. RESOURCES.** CA officers should use the references and resources normally available within the unit and those used for resident and nonresident schooling. The noninclusive list of reference publications in this manual provides a ready source of information for further study and professional development. Company grade CA officers should also be technically competent in their functional specialty. CA officers gain their proficiency through civilian job experience, civilian training, and the study of appropriate special texts and outside reading materials.



## APPENDIX B - BRANCH READING LIST

The branch reading list is provided for the convenience of the individual officer and his commander. When commanders develop their unit reading programs, they should choose books or other reading material that will support their critical mission-essential task list, unit training programs, and professional development of their officers. The minimum requirement is to read three books before eligibility for promotion to major. The intention of the branch reading list is to give the commander a starting point from which to proceed with the development of a unit or individual reading program. This reading list is only a part of his continuing professional education and development. The list is not all-inclusive, and officers are free to choose other material that better fits their individual programs.

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## GLOSSARY

### **Section I** **Acronyms & Abbreviations**

<b>AAR</b>	after action review
<b>ADP</b>	automated data processing
<b>AG</b>	assistant gunner; adjutant general
<b>AIT</b>	Advanced Individual Training
<b>AN</b>	annually; artery to nerve
<b>ANCOC</b>	Advanced Noncommissioned Officer Course
<b>AO</b>	area of operation; agent orange
<b>AOR</b>	area of responsibility
<b>AR</b>	Army regulation; Army reserve; assistant rifleman
<b>ARSOF</b>	Army special operations forces
<b>ARTEP</b>	Army Training and Evaluation Program
<b>BA</b>	biannually
<b>BNCOC</b>	Basic Noncommissioned Officer Course
<b>BW</b>	biweekly
<b>CA</b>	civil affairs
<b>CAOAC</b>	Civil Affairs Officer Advanced Course
<b>CAQC</b>	Civil Affairs Qualification Course
<b>CASCOPE</b>	civil areas, structures, capabilities, organizations, people, and events
<b>CCIR</b>	commander's critical information requirements
<b>CJCSI</b>	Chairman of the Joint Chiefs of Staff Instruction
<b>CMO</b>	civil-military operations
<b>CMOC</b>	civil-military operations center
<b>COA</b>	course of action
<b>COE</b>	common operational effect
<b>CONPLAN</b>	concept plan; contingency plan

<b>COP</b>	common operational picture
<b>COR</b>	Contracting Officer's Representative; common operational response
<b>DA</b>	Department of the Army; direct action
<b>DC</b>	dislocated civilian; Dental Corps; discharge; direct current; displaced civilian
<b>DEPORD</b>	deployment order
<b>EEFI</b>	essential elements of friendly information
<b>EPMS</b>	enlisted personnel management system
<b>ES</b>	emergency services
<b>EW</b>	electronic warfare
<b>FAX</b>	facsimile
<b>FID</b>	foreign internal defense
<b>FM</b>	field manual; frequency modulation
<b>FRAGORD</b>	fragmentary order
<b>FUNCPLAN</b>	functional plan
<b>GO</b>	governmental organization
<b>HA</b>	humanitarian assistance; headache
<b>HN</b>	host nation; nitrogen mustard
<b>IAW</b>	in accordance with
<b>IPB</b>	intelligence preparation of the battlespace; intelligence preparation of the battlefield
<b>JOPEs</b>	Joint Operations Planning and Execution System
<b>JOPP</b>	joint operation planning process
<b>JP</b>	joint publication
<b>JSCP</b>	Joint Strategic Capabilities Plan
<b>MCA</b>	military civic action; Major Commercial Account
<b>MDMP</b>	military decision-making process
<b>METL</b>	mission-essential task list
<b>METT-TC</b>	mission, enemy, terrain and weather, troops and support available-time available, and civil considerations

<b>MO</b>	movement order; monthly
<b>MOE</b>	measure of effectiveness
<b>MOOTW</b>	military operations other than war
<b>MQS</b>	military qualification standards
<b>MTP</b>	mission training plan; MOS training plan
<b>NEO</b>	noncombatant evacuation operation; noncombat evacuation order
<b>NGO</b>	nongovernmental organization
<b>NLP</b>	neurolinguistic programming
<b>OBC</b>	Officer Basic Course
<b>OFDA</b>	Office of Foreign Disaster Assistance
<b>OFS</b>	officer foundation standards
<b>OOTW</b>	operations other than war
<b>OPLAN</b>	operation plan
<b>OPORD</b>	operation order
<b>OPSEC</b>	operations security
<b>Pam</b>	pamphlet; pralidoxime
<b>PERSEC</b>	personnel security
<b>PHYSEC</b>	physical security
<b>POC</b>	point of contact
<b>PRC</b>	populace and resources control
<b>PSYOP</b>	Psychological Operations
<b>PTL</b>	protected target list
<b>pub</b>	publication
<b>QT</b>	quarterly
<b>reg</b>	regulation; regiment
<b>ROE</b>	rules of engagement
<b>S-1</b>	adjutant
<b>S-2</b>	intelligence officer

<b>S-3</b>	operations and training officer
<b>S-4</b>	supply officer
<b>SA</b>	security assistance; semiannually; sinoatrial
<b>SAT</b>	Systems Approach to Training
<b>SCA</b>	support to civil administration
<b>SF</b>	Special Forces; Standard Form
<b>SIGSEC</b>	signal security
<b>SITMAP</b>	situation map
<b>SO</b>	special operations
<b>SODARS</b>	special operations debrief and retrieval system
<b>SOF</b>	special operations forces
<b>SOP</b>	standing operating procedure
<b>STP</b>	soldier training publication
<b>TEP</b>	theater engagement plan
<b>TLP</b>	troop-leading procedure
<b>TOA</b>	transfer of authority
<b>TOC</b>	tactical operations center
<b>TOE</b>	table of organization and equipment
<b>TPFDD</b>	time-phased force development data; time-phased force and deployment data
<b>U.S.</b>	United States
<b>UN</b>	United Nations
<b>UNHCR</b>	United Nations Office of the High Commissioner for Refugees
<b>US</b>	United States
<b>USAID</b>	United States Agency for International Development
<b>USAJFKSWCS</b>	United States Army John F. Kennedy Special Warfare Center and School
<b>USASOC</b>	United States Army Special Operations Command
<b>UW</b>	unconventional warfare

wk

weekly

**Section II****Terms****area assessment**

(1) In unconventional warfare, the prescribed collection of specific information by the detachment that commences immediately after infiltration and is a continuous operation. It confirms, corrects, refutes, or adds to previous intelligence of the area from area studies and other sources prior to infiltration. (AR 310-25) (2) The commander's prescribed collection of specific information that commences upon employment and is a continuous operation. It confirms, corrects, refutes, or adds to previous intelligence acquired from area studies and other sources prior to employment. (JP 1-02)

**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. (AR 310-25)

**chain of command**

The succession of commanding officers from a superior to a subordinate through which command is exercised. Also called command channel.

**civil administration**

An administration established by a foreign government 1) in friendly territory under an agreement with the government of the area concerned, to exercise certain authority normally the function of the local government, or 2) in hostile territory occupied by U.S. forces, where a foreign government exercises executive, legislative, and judicial authority until an indigenous civil government supporting U.S. and allied objectives can be established. (Joint Pub 3-57)

**civil administration support operations**

Civil affairs operations which support both the domestic civil sector and OCONUS civil administrations. Support to the domestic civil sector is provided under specific statutory authority on a situation-specific operation. Support to OCONUS civil administrations is undertaken when directed or approved by the NCA.

**civil affairs**

Designated Active Army and Reserve Component forces that are organized, equipped, and trained to carry out missions that specifically include the conduct or support to Civil Affairs activities.

**civil affairs operations**

Actions carried out as an integral part of a military mission which assure local authority and popular understanding of, and compliance with, measures supporting military operations and consolidation activities to attain U.S. objectives. (JP 3-57)

**civil affairs personnel**

Personnel specifically trained to exercise CA functional skills required for CA operations. CA personnel should possess in-depth knowledge of cultures and linguistic capability associated with assigned areas of responsibility. (JP 3-57)

**civil defense**

All those activities and measures designed or undertaken to: a. minimize the effects upon the civilian population caused or which would be caused by an enemy attack on the United States; b. deal with the immediate emergency conditions which would be created by any such attack; and c. effectuate

emergency repairs to, or the emergency restoration of, vital utilities and facilities destroyed or damaged by any such attack. (JP 1-02)

**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.

**country team**

Senior members of U.S. Government agencies assigned to a U.S. diplomatic mission overseas and subject to the direction or supervision of the Chief, U.S. Mission (ambassador). Normally, such members meet regularly (weekly) to coordinate U.S. Government political, economic, and military activities and policies in the host country. (See also U.S. country team.)

**foreign nation**

A developed community of people having a territory, economic life, distinctive culture, and a common language united under a single government which is situated externally to one's own country or nation.

**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. (Existing FM 41-10) The identification, coordination, and acquisition of foreign nation resources, such as supplies, material, and labor, to support U.S. military forces and operations. (JP 3-57)

**host nation**

(1) A nation which receives the forces and/or supplies of allied nations and/or NATO organizations to be located on, to operate in, or to transit through its territory. (JP 1-02) (2) A nation in which representatives or organizations of another state are present because of government invitation or international agreement. The term particularly refers to a nation receiving assistance relevant to its national security.

**host nation support**

Civil and/or military assistance rendered by a nation to foreign forces within its territory during peacetime, crises or emergencies, or war based on agreements mutually concluded between nations. (JP 1-02)

**humanitarian and civic assistance (H/CA)**

Assistance provided in conjunction with military operations, specifically authorized by Section 401, Title 10, U.S. Code. Such assistance is limited to: 1) medical, dental, and veterinary care provided in rural areas of a country; 2) construction of rudimentary surface transportation systems; 3) well-drilling and construction of basic sanitation facilities; and 4) rudimentary construction and repair of public facilities. (JP 3-07)

**military civic action**

The use of preponderantly indigenous military forces on projects useful to the local population at all levels in such fields as education, training, public works, agriculture, transportation, communications, health, sanitation, and others contributing to economic and social development, which would also serve to improve the standing of the military forces with the population. (U.S. forces may at times advise or engage in military civic actions in overseas areas.) (JP 1-02)

## REFERENCES

### Required Publications

Required publications are sources that users must read in order to understand or to comply with this publication.

#### Army Regulations

AR 351-1	Individual Military Education and Training 15 October 1987
AR 380-5	Department of the Army Information Security Program 29 September 2000

#### Army Training and Evaluation Program

ARTEP 41-701-10-MTP	Mission Training Plan for a Civil Affairs Team 31 August 2000
ARTEP 41-701-35-MTP	Mission Training Plan for Civil Affairs Headquarters and Headquarters Companies and Headquarters and Headquarters Detachments (Civil Affairs Battalion, Brigade, and Command) 5 August 2002
ARTEP 41-701-60-MTP	Mission Training Plan for Civil Affairs Specialty Teams 5 August 2002

#### Field Manuals

FM 3-0	Operations 14 June 2001
FM 3-05.401	Civil Affairs Tactics, Techniques, and Procedures
FM 25-101	Battle Focused Training 30 September 1990
FM 33-1-1	Psychological Operations Techniques and Procedures 5 May 1994
FM 41-10	Civil Affairs Operations 14 February 2000
FM 100-6	Information Operations 27 August 1996
FM 100-8	The Army in Multinational Operations 24 November 1997
FM 100-25	Doctrine for Army Special Operations Forces 1 August 1999
FM 101-5	Staff Organization and Operations 31 May 1997
FM 101-5-1	Operational Terms and Graphics 30 September 1997

#### Joint Publications

JFSC PUB 1	The Joint Staff Officer's Guide 2000
JP 3-0	Doctrine for Joint Operations 1 February 1995
JP 3-07	Joint Doctrine for Military Operations Other Than War 16 June 1995
JP 3-08	Interagency Coordination During Joint Operation Vol II 9 October 1996
JP 3-13	Joint Doctrine for Information Operations 9 October 1998
JP 3-13.1	Joint Doctrine for Command and Control Warfare (C2W) 7 February 1996
JP 3-57	Joint Doctrine for Civil-Military Operations 8 February 2001
JP 3-57.1	Joint Doctrine for Civil Affairs 14 April 2003
JP 5-0	Doctrine for Planning Joint Operations 13 April 1995

#### Other Product Types

USASOC REG 350-1	Army Special Operations Forces (ARSOF) Active Component and Reserve Component Training (1995/07/28) 28 July 1995
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## Related Publications

Related publications are sources of additional information. They are not required in order to understand this publication.

### Army Training and Evaluation Program

ARTEP 41-701-10-MTP	Mission Training Plan for a Civil Affairs Team 31 August 2000
ARTEP 41-701-35-MTP	Mission Training Plan for Civil Affairs Headquarters and Headquarters Companies and Headquarters and Headquarters Detachments (Civil Affairs Battalion, Brigade, and Command) 5 August 2002
ARTEP 41-701-60-MTP	Mission Training Plan for Civil Affairs Specialty Teams 5 August 2002

### Department of Army Forms

DA FORM 12-R	Establishment of a Publications Account 1 January 1996
DA FORM 5164-R	Hands-On Evaluation 1 September 1985

### Field Manuals

FM 3-0	Operations 14 June 2001
FM 3-05.401	Civil Affairs Tactics, Techniques, and Procedures
FM 3-07	Stability Operations and Support Operations 20 February 2003
FM 7-0	Training the Force 22 October 2002
FM 22-100	Army Leadership 31 August 1999
FM 41-10	Civil Affairs Operations 14 February 2000
FM 100-8	The Army in Multinational Operations 24 November 1997
FM 100-25	Doctrine for Army Special Operations Forces 1 August 1999
FM 101-5	Staff Organization and Operations 31 May 1997
FM 101-5-1	Operational Terms and Graphics 30 September 1997

### Joint Publications

JP 1-02	Department of Defense Dictionary of Military and Associated Terms 12 April 2001
JP 3-0	Doctrine for Joint Operations 1 February 1995
JP 3-05.2	Joint Tactics, Techniques, and Procedures for Special Operations Targeting and Mission Planning 21 May 2003
JP 3-07	Joint Doctrine for Military Operations Other Than War 16 June 1995
JP 3-07.5	Joint Tactics, Techniques, and Procedures for Noncombatant Evacuation Operations 30 September 1997
JP 3-07.6	Joint Tactics, Techniques, and Procedures for Foreign Humanitarian Assistance—In Development
JP 3-13.1	Joint Doctrine for Command and Control Warfare (C2W) 7 February 1996
JP 3-16	Joint Doctrine for Multinational Operations 5 April 2000
JP 3-53	Doctrine for Joint Psychological Operations 10 July 1996
JP 3-57	Joint Doctrine for Civil-Military Operations 8 February 2001

### Other Product Types

ISBN 0395631246	Getting to Yes: Negotiating Agreement Without Giving In (Roger Fisher, William Ury, and Bruce Patton; 2nd Edition; Houghton Mifflin Co.; April 1992) 1 April 1992
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ISBN 0553371312      Getting Past No: Negotiating Your Way From Confrontation to  
Cooperation (William Ury; Bantam Books; January 1993) 1 January 1993

ISBN 0674003357      Beyond Winning: Negotiating to Create Value in Deals and Disputes  
(Robert H. Mnookin; Harvard University Press; January 2000) 1 January  
2000

ISBN 0840385854      On and Off the Record: Colosi on Negotiation (Thomas R. Colosi;  
Kendall Hunt Pub. Co.; April 1993) 1 April 1993

**Soldier Training Publications**

STP 21-II-MQS      Military Qualification Standards II Manual of Common Tasks for  
Lieutenants and Captains 3 January 1991



**Questionnaire**

Type Unit \_\_\_\_\_

Date \_\_\_\_\_

MOS/Skill Level \_\_\_\_\_

Current Duty Position \_\_\_\_\_

Years in Service \_\_\_\_\_

Years in Current Grade \_\_\_\_\_

Special Note to Commanders and Trainers: Results of hands-on evaluations are no longer reported for enlisted personnel management system (EPMS) purposes. To improve its products, the USAJFKSWCS must obtain training diagnostic feedback from the field. Upon completion of your periodic hands-on evaluations, please provide the USAJFKSWCS with the consolidated results of your analysis. Strict unit anonymity will be maintained. We are only interested in obtaining sufficient data to identify tasks and performance measures that indicate a need for improvement in our training products.

Although data in any form will be accepted, the elements in the following example would be most meaningful to us:

Task Number	Number of Soldiers Evaluated	Total Number NO-GO	Steps Failed
061-294-1104	20	5	step 3 (2) step 5 (1) step 6 (2)

If you are aware of any external factors that affected the results of your evaluation, please identify them. Informal, handwritten feedback will be fine.

Again, responding to this request is entirely voluntary and unit anonymity will be maintained.

Thank you for your help.

Please complete the questionnaire below by indicating the number of the response that reflects your feeling about each statement. Please explain overall responses of Disagree or Strongly Disagree in the *Comments* section.

Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion/ Not Applicable
4	3	2	1	0
1. This manual is well-organized and easy to use. _____				
2. The tasks in this manual are assigned to the proper skill level. (Please identify tasks that you think should be assigned to a different skill level. Give your reasons in the <i>Comments</i> section.) _____				
3. The MTP is helpful in planning my training. _____				







**STP 41-38II-OFS  
30 APRIL 2004**

By order of the Secretary of the Army:

**PETER J. SCHOOMAKER**  
General, United States Army  
Chief of Staff

Official:



**JOEL B. HUDSON**  
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