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Stability (FM 3-07) Stability Operations Field Manual FM 3-07 Stability June 2014 The U.S. Army Stability Operations Field Manual Stability Operations (Field Manual No. 3-07) Field Manual Fm 3-07 Stability Operations With Change 1 18 March 2013 FM 3-07 (FM 100-20) Stability Operations and Support Operations Stability Operations Field Manual FM 3-07 Stability Operations October 2008 The U.S. Army Stability Operations Field Manual Army Doctrine Reference Publication Adrp 3-07 Stability Change 1 February 2013 Army Techniques Publication Atp 3-07.5 Stability Techniques August 2012 Peace Operations Doctrine Stability Operations FM 3-81 Maneuver Enhancement Brigade Army Support to Security Cooperation (Fm 3-22 / Fm 3-07.1) Army Doctrine Reference Publication ADRP 3-07 Stability August 2012 Army Doctrine Publication Adrp 3-07 Stability August 2012 Field Manual FM 3-90 Tactics July 2001 The Operations Process (Field Manual No. 5-0) U.S. Army Tactics FM 3-90 (AODS6) Army Operations and Doctrine SMARTbook, 6th Ed Maneuver Enhancement Brigade (FM 3-81) (FM 3-90.31) U.s. Army Personnel Recovery Field Manual Fm 3-07.1 Security Force Assistance May 2009 Army Doctrine Publication Adp 3-07 Stability August 2012 Army Techniques Publication Atp 3-21.10 Infantry Rifle Company May 2018 Army Personnel Recovery Fm 3-50.1 Army Tactics, Techniques, and Procedures Attp 3-06.11 (Fm 3-06.11) Combined Arms Operations in Urban Terrain Guide to Rebuilding Governance in Stability Operations Breaking the Conflict Cycle: Incorporating Stability Operations Into a Cycle Framework Security Force Assistance Guide to Rebuilding Public Sector Services in Stability Operations: A Role for the Military Tactics (Field Manual No. 3-90) Army Techniques Publication Atp 3-96.1 Security Force Assistance Brigade May 2018 Stabilization and Economic Growth Workshop A Strategy of Tactics: Population-centric COIN and the Army Field Manual Fm 3-50.1 Army Personnel Recovery November 2011 Army Techniques Publication Atp 3-21.20 Infantry Battalion December 2017 Combined Arms Operations in Urban Terrain (ATTP 3-06. 11 / FM 3-06. 11)

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Army Tactics, Techniques, and Procedures (ATTP) 3-06.11, "Combined Arms Operations in Urban Terrain," establishes doctrine for combined arms operations in urban terrain for the brigade combat team (BCT) and battalion/squadron commanders and staffs, company/troop commanders, small-unit leaders, and individual Soldiers. The continued trend worldwide of urban growth and the shift of populations from rural to urban areas continues to affect Army operations. The urban environment, consisting of complex terrain, dense populations, and integrated infrastructures, is the predominant operational environment in which Army forces currently

operate. Each urban environment is unique and differs because of the combinations presented by the enemy, the urban area itself, the major operation of which it may be part (or the focus), and always changing societal and geopolitical considerations. Enemy forces will take advantage of this complex environment by intermingling with the populace. ATTP 3-06.11 describes the fundamental principles, tactics, techniques, and procedures (TTP) of urban operations (UO) across full spectrum operations, using the UO operational construct (understand, shape, engage, consolidate, and transition) to outline the discussions. ATTP 3-06.11 is based on current BCT structure and lessons learned from ongoing UO. ATTP 3-06.11 primarily addresses offensive and defensive operations in an urban environment. Stability operations are briefly discussed in the context of transition considerations. Stability operations are inherently among the people and generally in urban environments. Field manual (FM) 3-07 is the source manual for stability doctrine and addresses BCT considerations for conducting stability UO. FM 3-07.1 is the primary source for BCT and below considerations for interaction and support to host nation (HN) security forces. Urban operations are among the most difficult and challenging missions a BCT can undertake. Most UO are planned and controlled at division or corps level but executed by BCTs. The unified action environment of UO enables and enhances the capabilities of the BCT to plan, prepare, and execute offensive, defensive, and stability operations. Urban operations are Infantry-centric combined arms operations that capitalize on the adaptive and innovative leaders at the squad, platoon, and company level. Combined arms is the synchronized and simultaneous application of the elements of combat power to achieve an effect greater than if each element of combat power was used separately or sequentially. The eight elements of combat power are leadership, information, movement and maneuver, intelligence, fires, sustainment, mission command, and protection. Leadership and information are applied through, and multiply the effects of, the other six elements of combat power. These six—movement and maneuver, intelligence, fires, sustainment, mission command, and protection—are collectively described as the warfighting functions. The BCT is the Army's largest fixed combined arms organization and the primary close combat force. A key component in UO is the inherent ability of the BCT to tailor its force to meet the requirements of the urban environment. We remain a nation at war in an era of persistent conflict, but we do not stand alone. Our nation has many multinational partners, equally committed to freedom, rule of law and stability. It is clear that we are stronger when we act with partners in today's operating environment. Therefore, security force assistance is no longer an "additional duty." It is now a core competency of our Army. As distinctions separating war and peace blur and challenges to security increase, we must seek to help our multinational partners successfully confront their security challenges. Security force assistance builds our multinational partners' capability to defeat regular, irregular, and hybrid threats prevalent in an era of persistent conflict. The two pillars of security force assistance are the modular brigade and Soldiers acting as advisors. Their tactical efforts build partner capability and improve the security situation. Over time, U.S. forces and partners foreign security forces collectively set the conditions to defeat common threats and ultimately achieve strategic success. This manual addresses common characteristics and considerations for conducting security force assistance and clarifies what units and individual advisors must understand to work "by, with, and through" their counterparts. Since every situation and foreign security force is unique, units and individuals conducting security force assistance must carefully analyze the operational environment, especially the relationships of foreign security forces and their population. Conducting successful security force assistance requires adaptive units led by wellinformed, culturally astute leaders. FM 3-07.1 provides commanders, staffs, and advisors with the common doctrine for achieving this goal. Conducting foreign security assistance requires great skill in building relationships and "leading from behind." We must all increase our understanding of this important mission. Army Doctrine Reference Publication (ADRP) 3-07 augments the stability doctrine established in Army Doctrine Publication (ADP) 3-07, Stability. ADP 3-07 is the Army's doctrine for stability tasks. ADP 3-07 presents overarching doctrinal guidance and direction for conducting these operations, setting the foundation for developing other fundamentals and tactics, techniques, and procedures detailed in subordinate doctrinal publications. It also provides operational guidance for commanders and trainers at all echelons. It constitutes the Army's view of how to conduct stability tasks in operations on land and sets the foundation for developing the other principles, tactics, techniques, and procedures detailed in subordinate doctrinal publications. Combined with ADP 3-07, the doctrine in ADRP 3-07 provides a foundation for the Army's operational concept of unified land operations. This publication also forms the foundation for training and Army education curricula on stability tasks in operations. The principal audience for ADP 3-07 is the middle and senior leadership of the Army, officers in the rank of major and above who command Army forces or serve on the staffs that support those commanders. It also applies to the civilian leadership of the Army. This publication is also intended to serve as a resource for the other government agencies, intergovernmental organizations, international organizations, nongovernmental organizations, and private sector entities who seek to better understand the role of the military in broader stability efforts. Trainers and educators throughout the Army will also use this publication. Commanders, staffs, and subordinates ensure their decisions and actions comply with applicable U.S., international, and, in some cases, host-nation laws and regulations. Commanders at all levels ensure their Soldiers operate in accordance with the law of war and the rules of engagement. See Field Manual (FM) 27-10. ADP 3-07 implements the standardization agreement entitled Allied Joint Publication-3.4. ADRP 3-07 uses joint terms where applicable. Most terms with joint or Army definitions are in both the glossary and the text. Terms for which ADRP 3-07 is the proponent publication (the authority) have an asterisk (*) in the glossary. Definitions for which ADRP 3-07 is the proponent publication are in boldfaced text. For other definitions in the text, the term is italicized and the number of the proponent publication follows the definition. ADRP 3-07 applies to the Active Army, Army National Guard (ARNG)/Army National Guard of the United States (ARNGUS), and United States Army Reserve (USAR) unless otherwise stated. The proponent of ADRP 3-07 is the United States Army Combined Arms Center. The preparing agency is the United States Army Peacekeeping and Stability Operations Institute, United States Army War College. Population-centric counterinsurgency (COIN) has become the American Army's new way of war. The principles and ideas that emerged out of the Army's counterinsurgency field manual (FM), FM 3-24, published in late 2006, have become transcendent. The field manual has moved beyond simple Army doctrine for countering insurgencies to become the defining characteristic of the Army's new way of war. In the American Army today, everyone is a counterinsurgent. It is easy to find examples of FM 3-24's permeating effect in other Army doctrinal manuals such as FM 3-0, Operations, and FM 3-07, Stability Operations. This field manual (FM) is the Army's doctrinal publication for security force assistance (SFA). It provides doctrinal guidance and direction for how U.S. forces contribute to SFA. It focuses on the brigade combat team (BCT) conducting SFA and advising foreign security forces. It is based on lessons learned from previous advising efforts and recent combat operations with a view to the future. It supports the Army Education System instruction on the theory and conduct of SFA. The two primary audiences for this manual are leaders in BCTs conducting SFA and Soldiers assigned as advisors. The BCT is the largest fixed tactical organization and the key formation of the Army's modular organization. Army modularity allows commanders to add selective units to assist the BCT as it conducts SFA. The BCT and higher echelons provide the framework for advisors to function and accomplish the mission- developing foreign security forces and, when appropriate, working by, with, and through foreign security forces to achieve the desired end state of the host nation's internal defense and development. Thus, Soldiers assigned as advisors are the key element of SFA. This FM provides the conceptual framework for conventional forces to conduct SFA within the construct of full spectrum operations, across the spectrum of conflict. It addresses SFA at operational and tactical levels. Army doctrine is consistent and compatible with joint doctrine. FM 3-07.1 expands on fundamental principles for SFA expressed in FM 3-07. FM 3-07.1 uses text and concepts developed with North Atlantic Treaty Organization partners and ABCA (America, Britain, Canada, Australia, and New Zealand program armies). Terms that have joint or Army definitions are italicized and the number of the proponent manual follows the definition. FM 3-07.1 will be the proponent manual for foreign security forces as a term. FM 3-07.1 applies to the Active Army, Army National Guard/U.S. Army National Guard, and U.S. Army Reserve unless otherwise stated. Field Manual (FM) 3-07 is the Army's keystone doctrinal publication for stability operations. FM 3-07 presents overarching doctrinal guidance and direction for conducting stability operations, setting the foundation for developing other fundamentals and tactics, techniques, and procedures detailed in subordinate field manuals. It also provides operational guidance for commanders and trainers at all echelons and forms the foundation for Army Training System curricula. The six chapters that make up this edition of Stability Operations constitute the Army's approach to the conduct of full spectrum operations in any environment across the spectrum of conflict. This doctrine focuses on achieving unity of effort

through a comprehensive approach to stability operations, but remains consistent with, and supports the execution of, a broader "whole of government" approach as defined by the United States Government (USG). The core of this doctrine includes the following: * Chapter 1 describes the strategic context that frames the Army's comprehensive approach to stability operations. It includes discussion of the strategic environment, USG strategy and policy, and interagency efforts to define an integrated approach to stability operations that leverages the collective efforts of a wide array of actors toward a commonly understood and recognized end state. * Chapter 2 links full spectrum operations to broader efforts aiming to achieve stability, emphasizing the simultaneous nature of offensive, defensive, and stability tasks. It describes the phasing paradigm that defines stability operations activities conducted before, during, and after combat operations. Finally, the chapter links the primary stability tasks with broader interagency stability sectors to provide the foundation for civil-military integration at the tactical level. * Chapter 3 addresses the essential stability tasks that comprise military stability operations. It provides a detailed discussion of each of the five primary stability tasks, and describes the subordinate tasks that constitute the range of activities in stability operations. It includes doctrine that describes the role of civil affairs forces in stability operations as the commander's conduit for civil-military integration. Finally, it describes development of mission-essential and directed task list development to support stability operations. * Chapter 4 discusses the fundamental principles of the detailed component of planning, focused on the stability element of full spectrum operations. It builds on the precepts established in FMs 3-0 and 5-0, providing a systemic approach to planning and assessing stability operations. * Chapter 5 addresses transitional military authority and provides doctrine concerning command responsibility, establishment, and organization of military government to support stability operations. It includes principles for establishing judicial structures to enable transitional military authority. * Chapter 6 provides the doctrinal foundation for security sector reform, and introduces security force assistance as the capacity-building activity that encompasses organizing, training, equipping, rebuilding, and advising host-nation security forces. It also sets disarmament, demobilization, and reintegration as a fundamental element of security sector reform. Seven appendixes complement the body of the manual. Army doctrine is consistent and compatible with joint doctrine. FM 3-07 links stability operations doctrine to joint operations doctrine as expressed in joint doctrinal publications, specifically, Joint Publication (JP) 3-0 and JP 5-0. FM 3-07 expands on the fundamental principles of operations expressed in FM 3-0 and links those principles to a comprehensive approach to stability operations within the framework of full spectrum operations. FM 3-07 also uses text and concepts developed in conjunction with North Atlantic Treaty Organization partners. Field Manual 3-07, Stability Operations, represents a milestone in Army doctrine. With a focus on transforming conflict, managing violence when it does occur and maintaining stable peace, The U.S. Army Stability Operations Field Manual (otherwise known as FM 3-07) signals a stark departure from traditional military doctrine. The Army officially acknowledges the complex continuum from conflict to peace, outlines the military's responsibility to provide stability and security, and recognizes the necessity of collaboration, coordination, and cooperation among military, state, commercial, and non-government organizations in nation-building efforts. The manual reflects a truly unique collaboration between the Army and a wide array of experts from hundreds of groups across the United States Government, the intergovernmental and non-governmental communities, America's allies around the world, and the private sector. All branches of the armed forces, U.S. agencies ranging from the State Department to Homeland Security to Health and Human Services, international agencies from the United Nations to the Red Cross to the World Bank, countries from the United Kingdom to India to South Africa, private think tanks from RAND to the United States Institute of Peace to the Center for New American Security, all took part in the shaping of this document. The U.S. Army Stability Operations Field Manual, marks just the second time in modern history that the U.S. Army has worked with a private publisher to produce a military doctrinal document. Lieutenant General William B. Caldwell, IV is Commander of the Combined Arms Center at Fort Leavenworth, Kansas. Michèle Flournoy, Under Secretary of Defense for Policy Shawn Brimley, Fellow, Center for a New American Security Janine Davidson, Deputy Assistant Secretary of Defense for Plans "It is a roadmap from conflict to peace, a practical guidebook for adaptive, creative leadership at a critical time in our history. It institutionalizes the hard-won lessons of the past while charting a path for tomorrow. This manual postures our military forces for the challenges of an uncertain future, an era of persistent conflict where the unflagging bravery of our Soldiers will continue to carry the banner of freedom, hope, and opportunity to the people of the world." —From the foreword by Lieutenant General William B. Caldwell, IV, Commander of the Combined Arms Center at Fort Leavenworth, Kansas Field Manual (FM) 3-07, Stability Operations and Support Operations, is Tier 1 (principal) doctrine. This manual discusses distinct characteristics of stability operations and support operations, together with doctrinal foundations that facilitate their accomplishment. It amplifies FM 3-0 Chapters 9 and 10. FM 3-07 is conceptual, aiming more at broad understanding than at details of operations. ' SCOPE ' This manual provides the analytical tools needed to evaluate a stability operation or a support operation. Chapter 1 broadly defines stability operations and support operations. It gives historical examples and provides insight into the contemporary situation. It describes both US policies relating to these actions and the Army's role in them. Chapter 2 discusses planning considerations. Chapters 3 and 4 discuss foreign internal defense and peace operations respectively. Chapter 5 covers additional stability operations not previously discussed, to include counterdrug operations. Chapter 6 discusses the two types and four forms of support operations. Army forces conduct full spectrum operations within operational environments characterized by complexity, uncertainty, and continuous change. In operations, commanders face thinking and adaptive enemies, changing civilian perceptions and differing agendas of various organizations in an operational area. Commanders can never predict with certainty how enemies or civilians will act and react or how events may develop. Success in operations requires leaders to build, maintain, and revise their situational understanding throughout an operation. Leaders must anticipate, learn, adapt, and manage transitions more effectively than their opponents. This manual describes how commanders—supported by their staffs, subordinate commanders, and other military and civilian partners—exercise command and control during the conduct of full spectrum operations. The operations process consists of the major command and control activities performed during operations: planning, preparing, executing, and continuously assessing the progress of an operation. Battle command is at the center of the operations process. The six chapters and its associated ten appendixes of this edition of field manual (FM) 5-0, The Operations Process, constitute the Army's view on planning, preparing, executing, and assessing operations. Together with FM 6-0, Mission Command: Command and Control of Army Forces, this manual provides the Army with a common philosophy and language for the exercise of command and control throughout the conduct of operations. This version of FM 5-0 increases the scope of the manual over previous versions from strictly a manual on planning and orders production to a manual that addresses all activities of the operations process. It describes how commanders, with support from their staffs, drive the operations process through battle command—the art and science of understanding, visualizing, describing, directing, leading, and assessing operations to accomplish missions. This change intends to better describe the dynamic relationship among the commander, staff, subordinate commanders and their staffs, and other military and civilian partners throughout the operations process—not just planning. In addition, FM 5-0 incorporates design within the operations process. Design is an approach to critical and creative thinking that assists commanders in understanding, visualizing, and describing complex problems and developing approaches to manage or solve them. To comprehend the doctrine contained in FM 5-0, readers must first understand the fundamentals of full spectrum operations described in FM 3-0, Operations. In addition, readers must be familiar with FM 3-90, Tactics, FM 3-07, Stability Operations, and JP 3-28, Civil Support. They must understand how offensive, defensive, and stability or civil support operations complement each other. Readers must also understand the fundamentals of command and control addressed in FM 6-0 and the fundamentals of leadership addressed in FM 6-22, Army Leadership. This manual applies to all Army forces. The principal audience for this manual is Army commanders and unit staffs (officers, noncommissioned officers, and Soldiers). Commanders and staffs of Army headquarters serving as a joint task force or a multinational headquarters should also refer to applicable joint or multinational doctrine for the exercise of command and control. Trainers and educators throughout the Army also use this manual. FM 5-0 applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the United States Army Reserve unless otherwise stated. Field Manual (FM) 3-07 is the Army's keystone doctrinal publication for stability operations. FM 3-07 presents overarching doctrinal guidance and direction for conducting stability operations, setting the foundation for developing other fundamentals and tactics, techniques, and procedures detailed in subordinate field manuals. It

also provides operational guidance for commanders and trainers at all echelons and forms the foundation for Army Training System curricula. The six chapters that make up this edition of Stability Operations constitute the Army's approach to the conduct of full spectrum operations in any environment across the spectrum of conflict. This doctrine focuses on achieving unity of effort through a comprehensive approach to stability operations, but remains consistent with, and supports the execution of, a broader "whole of government" approach as defined by the United States Government (USG). The core of this doctrine includes the following: * Chapter 1 describes the strategic context that frames the Army's comprehensive approach to stability operations. It includes discussion of the strategic environment, USG strategy and policy, and interagency efforts to define an integrated approach to stability operations that leverages the collective efforts of a wide array of actors toward a commonly understood and recognized end state. * Chapter 2 links full spectrum operations to broader efforts aiming to achieve stability, emphasizing the simultaneous nature of offensive, defensive, and stability tasks. It describes the phasing paradigm that defines stability operations activities conducted before, during, and after combat operations. Finally, the chapter links the primary stability tasks with broader interagency stability sectors to provide the foundation for civil-military integration at the tactical level. * Chapter 3 addresses the essential stability tasks that comprise military stability operations. It provides a detailed discussion of each of the five primary stability tasks, and describes the subordinate tasks that constitute the range of activities in stability operations. It includes doctrine that describes the role of civil affairs forces in stability operations as the commander's conduit for civil-military integration. Finally, it describes development of mission-essential and directed task list development to support stability operations. * Chapter 4 discusses the fundamental principles of the detailed component of planning, focused on the stability element of full spectrum operations. It builds on the precepts established in FMs 3-0 and 5-0, providing a systemic approach to planning and assessing stability operations. * Chapter 5 addresses transitional military authority and provides doctrine concerning command responsibility, establishment, and organization of military government to support stability operations. It includes principles for establishing judicial structures to enable transitional military authority. * Chapter 6 provides the doctrinal foundation for security sector reform, and introduces security force assistance as the capacity-building activity that encompasses organizing, training, equipping, rebuilding, and advising host-nation security forces. It also sets disarmament, demobilization, and reintegration as a fundamental element of security sector reform. Army Doctrine Reference Publication (ADRP) 3-07 augments the stability doctrine established in Army Doctrine Publication (ADP) 3-07, Stability. ADP 3-07 is the Army's doctrine for stability tasks. ADP 3-07 presents overarching doctrinal guidance and direction for conducting these operations, setting the foundation for developing other fundamentals and tactics, techniques, and procedures detailed in subordinate doctrinal publications. It also provides operational guidance for commanders and trainers at all echelons. It constitutes the Army's view of how to conduct stability tasks in operations on land and sets the foundation for developing the other principles, tactics, techniques, and procedures detailed in subordinate doctrinal publications. Combined with ADP 3-07, the doctrine in ADRP 3-07 provides a foundation for the Army's operational concept of unified land operations. This publication also forms the foundation for training and Army education curricula on stability tasks in operations. The principal audience for ADP 3-07 is the middle and senior leadership of the Army, officers in the rank of major and above who command Army forces or serve on the staffs that support those commanders. It also applies to the civilian leadership of the Army. This publication is also intended to serve as a resource for the other government agencies, intergovernmental organizations, international organizations, nongovernmental organizations, and private sector entities who seek to better understand the role of the military in broader stability efforts. Trainers and educators throughout the Army will also use this publication. Commanders, staffs, and subordinates ensure their decisions and actions comply with applicable U.S., international, and, in some cases, host-nation laws and regulations. Commanders at all levels ensure their Soldiers operate in accordance with the law of war and the rules of engagement. See Field Manual (FM) 27-10. ADP 3-07 implements the standardization agreement entitled Allied Joint Publication-3.4. ADRP 3-07 uses joint terms where applicable. Most terms with joint or Army definitions are in both the glossary and the text. Terms for which ADRP 3-07 is the proponent publication (the authority) have an asterisk (*) in the glossary. Definitions for which ADRP 3-07 is the proponent publication are in boldfaced text. For other definitions in the text, the term is italicized and the number of the proponent publication follows the definition. ADRP 3-07 applies to the Active Army, Army National Guard (ARNG)/Army National Guard of the United States (ARNGUS), and United States Army Reserve (USAR) unless otherwise stated. The proponent of ADRP 3-07 is the United States Army Combined Arms Center. The preparing agency is the United States Army Peacekeeping and Stability Operations Institute, United States Army War College. Field Manual (FM) 3-50.1 is the Army's doctrinal publication for personnel recovery. It presents doctrinal guidance and direction for Army personnel recovery operations and is the foundation for developing tactics and techniques, handbooks, and unit standard operating procedures. It provides operational direction for commanders, staffs, and trainers at all echelons, from company through theater army. This doctrine helps ensure all echelons of the Army organize, train, and equip to conduct personnel recovery and prevent isolation incidents. This FM supersedes and builds on the groundbreaking work of FM 3-50.1, Army Personnel Recovery, 10 August 2005, by articulating the importance of the commander in successful personnel recovery operations, enlarging its scope to include stability operations and defense support of civil authorities operations, and addressing unified land operations. This updated manual incorporates the doctrinal concepts in FM 1, The Army; ADP 3-0, Unified Land Operations; FM 3-07, Stability Operations; and FM 3-28, Civil Support Operations. Army personnel recovery doctrine is consistent with joint personnel recovery doctrine, applicable Department of Defense directives (DODDs) and instructions (DODIs), Chairman of the Joint Chiefs of Staff instructions and manuals, Army policy and regulation, and federal law. It is Department of Defense (DOD) policy, established in DODD 3002.01E, to preserve the lives and well-being of individuals who are in danger of becoming, or already are, beleaguered, besieged, captured, detained, interned, or otherwise missing or evading capture while participating in activities or missions sponsored by the United States. The target audience for FM 3-50.1 is Army commanders and staffs responsible for the planning, preparation, execution, and assessment of personnel recovery operations. This manual provides guidance for other Service commanders and staffs who command and work with Army forces. This manual is also a resource for United States government agencies and other unified action partners who seek to understand the role of the Army in safeguarding and recovering Soldiers. This manual is organized into five chapters and three appendixes: Chapter 1 describes personnel recovery principles. It defines Army personnel recovery and discusses personnel recovery conducted as part of unified land operations. It explains how the Army organizes for personnel recovery, together with unified action partners. The discussion includes mission command of personnel recovery operations, personnel recovery components, and personnel recovery proficiencies. Chapter 2 addresses the personnel recovery responsibilities of commanders at all echelons and staffs at battalion and above. The discussion includes responsibilities as well as supporting tools for headquarters from battalion and brigade to theater army. Chapter 3 discusses personnel recovery considerations for offense and defense in major combat operations, including pertinent characteristics, causes of isolation incidents, and integration of personnel recovery into the operations process. Chapter 4 addresses personnel recovery considerations for stability operations. This includes pertinent characteristics, isolation risk and risk reduction, and coordination with partners. Chapter 5 describes personnel recovery considerations for defense support of civil authorities operations. It includes pertinent characteristics, capabilities, and additional guidance for commanders and staffs. Appendix A provides sample checklists for several important personnel recovery activities. Appendix B describes the reports and formats helpful in the mission command of personnel recovery operations. Appendix C describes personnel recovery aids. Field Manual (FM) 3-07 is the Army's keystone doctrinal publication for stability operations. FM 3-07 presents overarching doctrinal guidance and direction for conducting stability operations, setting the foundation for developing other fundamentals and tactics, techniques, and procedures detailed in subordinate field manuals. It also provides operational guidance for commanders and trainers at all echelons and forms the foundation for Army Training System curricula. The six chapters that make up this edition of Stability Operations constitute the Army's approach to the conduct of full spectrum operations in any environment across the spectrum of conflict. This doctrine focuses on achieving unity of effort through a comprehensive approach to stability operations, but remains consistent with, and supports the execution of, a broader whole of government approach as defined by the United States Government (USG). FM 3-07 links stability operations doctrine to joint operations doctrine as expressed in joint doctrinal publications, specifically, Joint Publication (JP) 3-0 and JP 5-0. FM 3-07 expands on the fundamental

principles of operations expressed in FM 3-0 and links those principles to a comprehensive approach to stability operations within the framework of full spectrum operations. FM 3-07 also uses text and concepts developed in conjunction with North Atlantic Treaty Organization partners. The principal audience for FM 3-07 is the middle and senior leadership of the Army. This manual is also intended to serve as a resource for the other government agencies, intergovernmental organizations, agencies of other governments, international organizations, nongovernmental organizations, and private sector entities who seek to develop a better understanding of the role of the military in broader reconstruction and stabilization efforts. Field Manual FM 3-07 Stability June 2014 contributes to the Army and joint community by providing tactical guidance on the conduct of operations focused on stability. FM 3-07 addresses employment of forces in the conduct of operations focused on stability. FM 3-07 expounds on the doctrinal fundamentals and concepts established in ADRP 3-0 and ADRP 3-07. Readers should be familiar with ADRP 3-07, which establishes the doctrinal fundamentals for the conduct of operations focused on stability. The principal audience for FM 3-07 is leaders and planners at the battalion level and above. Commanders and staffs of Army headquarters serving as a joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning the range of military operations and joint or multinational forces. Trainers and educators throughout the Army will also use this publication. FM 3-07 is a common reference for all Army professionals, in the field and in the Army school system. The stability considerations in this publication apply to units at all levels. Army techniques publications discuss techniques for applying this doctrine. This publication will serve as a resource for the other government agencies, intergovernmental organizations, international organizations, nongovernmental organizations, and private sector entities who seek to understand the role of the military in broader stability efforts. FM 3-07 uses joint terms where applicable. Most terms with joint or Army definitions are in both the glossary and the text. The definition for which FM 3-07 is the proponent publication (the authority) is marked with an asterisk (*) in the glossary and boldfaced in the text. For other definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition. Throughout U.S. history, the Army has learned that military force alone cannot secure sustainable peace. A comprehensive approach is required, as well as in-depth understanding of an operational environment. Stability ultimately aims to establish conditions the local populace regards as legitimate, acceptable, and predictable. Stabilization is a process in which personnel identify and mitigate underlying sources of instability to establish the conditions for long-term stability. Therefore, stability tasks focus on identifying and targeting the root causes of instability and building the capacity of local institutions. Army forces accomplish stability missions and perform tasks across the range of military operations and in coordination with other instruments of national power. Stability missions and tasks are part of broader efforts to establish and maintain the conditions for stability in an unstable area before or during hostilities, or to reestablish enduring peace and stability after open hostilities cease. Army stability doctrine is based on lessons learned from previous and contemporary operations. FM 3-07 expands upon stability tasks, their role in unified land operations, and considerations specific to stability. It contains four chapters. Chapter 1 expands the discussion of stability tasks introduced in ADP 3-07 and ADRP 3-07. It introduces the reader to the stability tasks and places them in the context of Army operations. Chapter 2 discusses transitions, including how to perform the tasks of changing the focus of the operation. Transitions are an essential part of stability. Chapter 3 addresses the whole-of-government and comprehensive approaches to unity of effort. This chapter elaborates considerations that will assist commanders and staffs in focusing collaboration and cooperation with partners toward a common goal. Chapter 4 looks at assessment. Identifying and prioritizing the local sources of instability is an essential first step toward understanding on how to apply military resources and how to determine what is working. A milestone in Army doctrine Army Tactics, Techniques, and Procedures (ATTP) 3-06.11 establishes doctrine for combined arms operations in urban terrain for the brigade combat team (BCT) and battalion/squadron commanders and staffs, company/troop commanders, small-unit leaders, and individual Soldiers. The continued trend worldwide of urban growth and the shift of populations from rural to urban areas continues to affect Army operations. The urban environment, consisting of complex terrain, dense populations, and integrated infrastructures, is the predominant operational environment in which Army forces currently operate. Each urban environment is unique and differs because of the combinations presented by the enemy, the urban area itself, the major operation of which it may be part (or the focus), and always changing societal and geopolitical considerations. Enemy forces will take advantage of this complex environment by intermingling with the populace. ATTP 3-06.11 describes the fundamental principles, tactics, techniques, and procedures (TTP) of urban operations (UO) across full spectrum operations, using the UO operational construct (understand, shape, engage, consolidate, and transition) to outline the discussions. ATTP 3-06.11 is based on current BCT structure and lessons learned from ongoing UO. ATTP 3-06.11 primarily addresses offensive and defensive operations in an urban environment. Stability operations are briefly discussed in the context of transition considerations. Stability operations are inherently among the people and generally in urban environments. Field manual (FM) 3-07 is the source manual for stability doctrine and addresses BCT considerations for conducting stability UO. FM 3-07.1 is the primary source for BCT and below considerations for interaction and support to host nation (HN) security forces. This material is not repeated in ATTP 3-06.11. This publication applies to the Active Army, the Army National Guard (ARNG)/Army National Guard of the United States (ARNGUS), and the United States Army Reserve (USAR) unless otherwise stated. The proponent for this publication is the U.S. Army Training and Doctrine Command (TRADOC). The preparing agency is the U.S. Army Maneuver Center of Excellence (MCoE). Urban operations are among the most difficult and challenging missions a BCT can undertake. Most UO are planned and controlled at division or corps level but executed by BCTs. The unified action environment of UO enables and enhances the capabilities of the BCT to plan, prepare, and execute offensive, defensive, and stability operations. Urban operations are Infantry-centric combined arms operations that capitalize on the adaptive and innovative leaders at the squad, platoon, and company level. Combined arms is the synchronized and simultaneous application of the elements of combat power to achieve an effect greater than if each element of combat power was used separately or sequentially. The eight elements of combat power are leadership, information, movement and maneuver, intelligence, fires, sustainment, mission command, and protection. Leadership and information are applied through, and multiply the effects of, the other six elements of combat power. These six-movement and maneuver, intelligence, fires, sustainment, mission command, and protection-are collectively described as the warfighting functions. (See FM 3-0 for details.) The BCT is the Army's largest fixed combined arms organization and the primary close combat force. A key component in UO is the inherent ability of the BCT to tailor its force to meet the requirements of the urban environment. This introduction provides an overview of UO considerations that shape the subsequent discussions of operations at BCT and below. Failed, failing, and collapsed states and regions all provide opportunities for conflict and intervention in order to promote the security of the United States. Recognizing the opportunity to implement a change in how the United States plans and executes reconstruction and stabilization assistance for foreign states and regions, the President of the United States issued National Security Presidential Directive (NSPD)-44. The result was DoD Directive 3000.5, Military Support for Stability, Security, Transition, and Reconstruction (SSTR) Operations, stating stability operations are a core U.S. military mission. The release of the new FM 3-07, Stability Operations, in October 2008 was the Army's attempt to incorporate Stability Operations into the Full Spectrum Operations concept discussed in FM 3-0, Operations. While groundbreaking in its potential for change in the areas of conflict prevention, varied solutions to complex problems, and its depiction of stability operations within Full Spectrum Operations, the Army has limited ability to incorporate that potential. In order to understand why the US Army has a limited ability to incorporate the potential of FM 3-07, this monograph dissects the Army's current use of the Spectrum of Conflict - a linear mode of thinking ill-suited to the conflicts of the 21st century. Understanding why the Spectrum of Conflict is no longer applicable to future conflicts leads into a discussion of how the Organization of Cooperation and Security in Europe's conflict cycle model is better suited for 21st century conflict and the full incorporation of stability operations within Full Spectrum Operations. This monograph advocates the Army's adoption of the conflict cycle with the stages of early warning, conflict prevention, crisis management, and post-conflict reconstruction in order to allow FM 3-07 to meet its full potential and to break the conflict of cycle enduring in many parts of the world today. Includes chapter 4 and Appendices E and F of FM 3-07, which superseded FM 100-23 in February 2003. FM 3-81 provides the maneuver enhancement brigade (MEB) doctrine. The manual is linked to joint and Army doctrine to ensure that it is useful to joint and Army commanders and staffs. To comprehend the doctrine contained in this manual, readers must first understand the nature of unified land operations as described in ADP

3-0 and ADRP 3-0. In addition, readers must fully understand the fundamentals of the operations process that is contained in ADP 5-0 and ADRP 5-0, the principles of mission command that are described in ADP 6-0 and ADRP 6-0, the stability tasks that are discussed in ADP 3-07 and ADRP 3-07, the execution of defense support of civil authorities (DSCA) that is discussed in ADP 3-28 and ADRP 3-28, the tactics that are contained ADRP 3-90, and the protection tasks that are discussed in ADP 3-37 and ADRP 3-37. Throughout U.S. history, the U.S. Army has learned that military force alone cannot secure sustainable peace. U.S. forces can only achieve sustainable peace through a comprehensive approach in which military objectives nest in a larger cooperative effort of the departments and agencies of the U.S. Government, intergovernmental and nongovernmental organizations, multinational partners, the private sector, and the host nation. Stability tasks outlined in this manual are necessary toward achieving sustained peace. The U.S. Army has devoted most of its effort, over its 237-year history, conducting those tasks. Army Doctrine Reference Publication ADRP 3-07 Stability Change 1 February 2013 contains four chapters: Chapter 1 expands the discussion of the strategic context and emphasizes military operations. It discusses fragile states framework. ADRP 3-07 remains generally consistent with FM 3-07 on the use of the fragile states framework and the stability framework. The chapter also modifies the elements of the strategic approach for stability and renames the discussion as the stability principles. Finally, the chapter renames the Strategy for Stability Operations as End State Conditions for Stability in Operations. Chapter 2 introduces the Army's new operational concept of unified land operations as it applies to stability. It links military and civilian efforts as part of unified action to stabilize the host nation. It updates the discussion of the primary stability tasks to align with ADRP 3-0. Chapter 3 discusses considerations of stability tasks unique to activities and operations. Chapter 4 discusses planning for stability in operations and aligns the discussion with ADRP 3-0 and ADRP 5-0. It elaborates on planning considerations, the commander's role in planning, and operational art in stability in operations. Finally, the chapter expands the discussion on assessments and the District Stability Framework. This publication, Army Techniques Publication ATP 3-96.1 Security Force Assistance Brigade May 2018, provides techniques for the Security Force Assistance Brigade (SFAB) to conduct security force assistance. ATP 3-96.1 provides techniques for leaders who plan, prepare, execute, and assess SFAB operations. The information in this ATP is consistently being reviewed and analyzed against real-world observations of the SFAB. This ATP shall be revised and republished prior to January 2020. The principal audience for ATP 3-96.1 is the commanders, staffs, officers, and noncommissioned officers of the brigade, battalions, and squadron within the SFAB. The audience includes the United States Army Training and Doctrine Command institutions and components, and the United States Army Special Operations Command, and Joint and Army commands that employ the Security Force Assistance Brigade in conventional operations. The publication serves as an authoritative reference for personnel developing doctrine, materiel, institutional and unit training, and standard operating procedures (SOP) for the SFAB. To understand ATP 3-96.1, the reader must first understand the operational art, the principles of war, and the links between the operational and tactical levels of war described in JP 1, JP 3-0, ADP 3-0, and ADRP 3-0. The reader should understand how the offensive, defensive, and stability tasks described carry over and affect the conduct described by the other (in ADPs 3-07, 3-28, and 3-90 and ADRP 3-07, ADRP 3-90, FM 3-0, FM 3-22, ATP 3-90.1, ATP 3-90.5, and FM 3-96). The reader should understand the operations process (plan, prepare, execute, and assess) and how that process relates to the Army's military decisionmaking process (MDMP) and troop leading procedures described in ADP 5-0 and ADRP 5-0. The reader must also understand the concepts associated with mission command as described in ADP 6-0 and ADRP 6-0. Reviewing these publications assists the reader in understanding ATP 3-96.1. Commanders, staffs, and subordinates ensure that their decisions and actions comply with applicable United States, international, and in some cases host-nation laws and regulations. Commanders at all levels ensure that their Soldiers operate in accordance with the law of war and the rules of engagement. (FM 27-10.) ATP 3-96.1 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which ATP 3-96.1 is the proponent publication (the authority) are italicized in the text and are marked with an asterisk (*) in the glossary. Terms and definitions for which ATP 3-96.1 is the proponent publication are boldfaced in the text. For other definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition. ATP 3-96.1 applies to the Active Army, Army National Guard/Army National Guard of the United States and United States Army Reserve unless otherwise stated. Field Manual (FM) 3-07 is the Army's keystone doctrinal publication for stability operations. FM 3-07 presents overarching doctrinal guidance and direction for conducting stability operations, setting the foundation for developing other fundamentals and tactics, techniques, and procedures detailed in subordinate field manuals. It also provides operational guidance for commanders and trainers at all echelons and forms the foundation for Army Training System curricula. The six chapters that make up this edition of Stability Operations constitute the Army's approach to the conduct of full-spectrum operations in any environment across the spectrum of conflict. This doctrine focuses on achieving unity of effort through a comprehensive approach to stability operations, but remains consistent with, and supports the execution of, a broader "whole of government" approach as defined by the United States Government. This publication, Army Techniques Publication ATP 3-21.20 Infantry Battalion December 2017, provides doctrine for the Infantry battalion of the Infantry brigade combat team (IBCT). ATP 3-21.20 describes relationships, organizational roles and functions, capabilities and limitations, and responsibilities within the Infantry battalion. Techniques, nonprescriptive ways or methods used to perform missions, functions, or tasks (CJCSM 5120.01), are discussed in this publication and are intended to be used as a guide. The techniques are not prescriptive. ATP 3-21.20 publication supersedes FM 3-21.20 and FM 3-21.12. Readers must first understand the principles of the Army profession and the Army ethic as described in ADRP 1 to comprehend the doctrine contained in this publication. Readers must understand the principles of joint operations, the nature of unified land operations, and the links between the operational and tactical levels of war described in JP 3-0, ADP 3-0, and ADRP 3-0; FM 3-94, ATP 3-91, and FM 3-96. In addition, readers should understand the fundamentals of the operations process found in ADP 5-0 and ADRP 5-0 associated with offensive and defensive tasks contained in FM 3-90-1 and reconnaissance, security, and tactical enabling tasks contained in FM 3-90-2. The reader must comprehend how stability tasks described in ADP 3-07 and ADRP 3-07 carry over and affect offensive and defensive tasks and vice versa. Readers must understand how the operation process fundamentally relates to the Army's design methodology, military decision-making process, troop-leading procedures, and the principles of mission command as described in ADP 6-0, ADRP 6-0, FM 6-0, and ATP 6-0.5. The principal audience for ATP 3-21.20 is the commanders, staff, officers, and noncommissioned officers within the Infantry battalion. The audience also includes the United States Army Training and Doctrine Command institutions and components, and the United States Army Special Operations Command. This publication serves as an authoritative reference for personnel developing doctrine, materiel and force structure, institutional and unit training, and standard operating procedures for the Infantry battalion. Field Manual (FM) 3-07 is the Army's keystone doctrinal publication for stability operations. FM 3-07 presents overarching doctrinal guidance and direction for conducting stability operations, setting the foundation for developing other fundamentals and tactics, techniques, and procedures detailed in subordinate field manuals. It also provides operational guidance for commanders and trainers at all echelons and forms the foundation for Army Training System curricula. The six chapters that make up this edition of Stability Operations constitute the Army's approach to the conduct of full spectrum operations in any environment across the spectrum of conflict. This doctrine focuses on achieving unity of effort through a comprehensive approach to stability operations, but remains consistent with, and supports the execution of, a broader "whole of government" approach as defined by the United States Government (USG). The core of this doctrine includes the following:

- + Chapter 1 is rescinded.
- + Chapter 2 is rescinded.
- Chapter 3 addresses the essential stability tasks that comprise military stability operations. It provides a detailed discussion of each of the five primary stability tasks, and describes the subordinate tasks that constitute the range of activities in stability operations. It includes doctrine that describes the role of civil affairs forces in stability operations as the commander's conduit for civil-military integration. Finally, it describes development of mission-essential and directed task list development to support stability operations.
- + Chapter 4 is rescinded.
- Chapter 5 addresses transitional military authority and provides doctrine concerning command responsibility, establishment, and organization of military government to support stability operations. It includes principles for establishing judicial structures to enable transitional military authority.
- Chapter 6 provides the doctrinal foundation for security sector reform, and introduces security force assistance as the capacity-building activity that encompasses organizing, training, equipping, rebuilding, and advising host-nation security forces. It also sets

disarmament, demobilization, and reintegration as a fundamental element of security sector reform. Seven appendixes complement the body of the manual. Army doctrine is consistent and compatible with joint doctrine. FM 3-07 links stability operations doctrine to joint operations doctrine as expressed in joint doctrinal publications, specifically, Joint Publication (JP) 3-0 and JP 5-0. FM 3-07 expands on the fundamental principles of operations expressed in ADP 3-0 and links those principles to a comprehensive approach to stability operations within the framework of full spectrum operations. FM 3-07 also uses text and concepts developed in conjunction with North Atlantic Treaty Organization partners. The principal audience for FM 3-07 is the middle and senior leadership of the Army, officers in the rank of major and above, who command Army forces or serve on the staffs that support those commanders. It is just as applicable to the civilian leadership of the Army. This manual is also intended to serve as a resource for the other government agencies, intergovernmental organizations, agencies of other governments, international organizations, nongovernmental organizations, and private sector entities who seek to develop a better understanding of the role of the military in broader reconstruction and stabilization efforts. FM 3-07 contributes to the Army and joint community by providing tactical guidance on the conduct of operations focused on stability. FM 3-07 addresses employment of forces in the conduct of operations focused on stability. FM 3-07 expounds on the doctrinal fundamentals and concepts established in ADRP 3-0 and ADRP 3-07. Readers should be familiar with ADRP 3-07, which establishes the doctrinal fundamentals for the conduct of operations focused on stability. The principal audience for FM 3-07 is leaders and planners at the battalion level and above. Commanders and staffs of Army headquarters serving as a joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning the range of military operations and joint or multinational forces. Trainers and educators throughout the Army will also use this publication. Field Manual (FM) 3-50.1 is the Army's doctrinal publication for personnel recovery. It presents doctrinal guidance and direction for Army personnel recovery operations and is the foundation for developing tactics and techniques, handbooks, and unit standard operating procedures. It provides operational direction for commanders, staffs, and trainers at all echelons, from company through theater army. This doctrine helps ensure all echelons of the Army organize, train, and equip to conduct personnel recovery and prevent isolation incidents. This FM supersedes and builds on the groundbreaking work of FM 3-50.1, Army Personnel Recovery, 10 August 2005, by articulating the importance of the commander in successful personnel recovery operations, enlarging its scope to include stability operations and defense support of civil authorities operations, and addressing unified land operations. This updated manual incorporates the doctrinal concepts in FM 1, The Army; ADP 3-0, Unified Land Operations; FM 3-07, Stability Operations; and FM 3-28, Civil Support Operations. Army personnel recovery doctrine is consistent with joint personnel recovery doctrine, applicable Department of Defense directives (DODDs) and instructions (DODIs), Chairman of the Joint Chiefs of Staff instructions and manuals, Army policy and regulation, and federal law. It is Department of Defense (DOD) policy, established in DODD 3002.01E, to preserve the lives and well-being of individuals who are in danger of becoming, or already are, beleaguered, besieged, captured, detained, interned, or otherwise missing or evading capture while participating in activities or missions sponsored by the United States. The target audience for FM 3-50.1 is Army commanders and staffs responsible for the planning, preparation, execution, and assessment of personnel recovery operations. This manual provides guidance for other Service commanders and staffs who command and work with Army forces. This manual is also a resource for United States government agencies and other unified action partners who seek to understand the role of the Army in safeguarding and recovering Soldiers. The 2001 Printing. FM 3-90 introduces the basic concepts and control measures associated with the art of tactics. It cannot be read in isolation. To understand FM 3-90, the reader must understand the operational art, principles of war, and links between the operational and tactical levels of war described in FM 3-0, Operations. He should understand how the activities described in FM 3-07, Stability Operations and Support Operations, carry over and affect offensive and defensive operations and vice versa. He should understand the operations (plan, prepare, execute, and assess) process described in FM 6-0, Command and Control, and how that process relates to the military decision making process and troop-leading procedures described in FM 5-0, Army Planning and Orders Production. FM 3-90 also refers to joint publications (JPs). Reviewing referenced JPs will also aid in understanding FM 3-90. FM 3-90 focuses on the tactics used to employ available means to win in combat. Those tactics require judgment in application. The ability to seize and secure terrain, with its populations and productive capacity, distinguishes land forces conducting decisive offensive and defensive operations. FM 3-90 provides a common discussion of how commanders from the battalion task force level through the corps echelon conduct tactical offensive and defensive operations and their supporting tactical enabling operations. It is not prescriptive, but authoritative. Tactical fundamentals do not change with the fielding of each new piece of equipment. However, the integration of new equipment and organizations usually requires changes in related techniques and procedures. FM 3-90 provides guidance in the form of combat-tested concepts and ideas modified to exploit emerging Army and joint capabilities. This publication, Army Techniques Publication ATP 3-21.10 Infantry Rifle Company May 2018, provides doctrine for the Infantry rifle company of the Infantry battalion. This publication describes relationships, organizational roles and functions, capabilities and limitations, and responsibilities within the Infantry rifle company. Techniques, nonprescriptive ways or methods used to perform missions, functions, or tasks (CJCSM 5120.01), are discussed in this publication and are intended to be used as a guide. They are not prescriptive. This publication supersedes FM 3-21.10. To comprehend the doctrine contained in this publication, readers must first understand the principles of the Army profession and the Army ethic as described in ADP 1, and ADRP 1. Readers must understand the principles of war, the nature of unified land operations, and the links between the operational and tactical levels of war described in ADP 3-0, ADRP 3-0, and FM 3-0, and FM 3-96. In addition, readers should understand the fundamentals of the operations process found in ADP 5-0 and ADRP 5-0, associated with offensive and defensive tasks contained in FM 3-90-1, and reconnaissance, security, and tactical enabling tasks contained in FM 3-90-2. The reader must comprehend how stability tasks described in ADP 3-07, ADRP 3-07, and FM 3-07 carry over and affect offensive and defensive tasks and vice versa. Readers must understand how the operation process fundamentally relates to the Army's military decision-making process and troop leading procedures, and the principles of mission command as described in ADP 6-0 and ADRP 6-0, FM 6-0, ATP 6-0.5, and understand the leadership principles of ADRP 6-22, and FM 6-22. To fully comprehend how the Infantry rifle company is organized and doctrinally employed, the reader must understand ATP 3-21.20. The principal audience for ATP 3-21.10 is the commanders, staff, officers, and noncommissioned officers within the Infantry battalion. The audience includes the United States Army Training and Doctrine Command institutions and components, and the United States Army Special Operations Command. This publication serves as an authoritative reference for personnel developing doctrine, materiel and force structure, institutional and unit training, and standard operating procedures for the Infantry rifle company. INTRODUCTION: On November 12, 2008, CNA, which operates the Center for Naval Analyses and the Institute for Public Research, and the U.S. Army Peacekeeping and Stability Operations Institute (PKSOI) hosted a workshop on stabilization and economic growth. The workshop was the third in a series of three workshops they sponsored. The events, held at CNA Headquarters in Alexandria, Virginia, reflected the U.S. interagency approach to stability operations as defined in FM 3-07, the U.S. Army Field Manual on Stability Operations published in October 2008. FM 3-07 was drafted by U.S. Army personnel in collaboration with stakeholders representing U.S. civilian and military agencies, bilateral partners, and international organizations. The Army's stability operations manual, Field Manual (FM) 3-07, identifies five sectors as components of an integrated approach to stability and reconstruction (S & R): security, justice and reconciliation, humanitarian assistance and social well-being, participatory governance, and economic recovery and stabilization. FM 3-07 describes two categories of the range of activities in stability operations for achieving these end state conditions: reconstruction and stabilization. Reconstruction is the process of rebuilding degraded, damaged, or destroyed political, socioeconomic, and physical infrastructure to create the foundation for long-term development. Stabilization is the process by which underlying tensions that might lead to resurgence in violence and a breakdown in law and order are managed and reduced, while efforts are made to support preconditions for successful long-term development. This guide examines the role of restoration of public services within the broader context of stability operations. The extent to which public service reconstruction takes place depends on the mission, the level of resources, and the host country context. This paper provides guidance helpful to U.S. peacekeeping personnel in planning and executing stability operations tasks related to restoration of public sector services and infrastructure. It is designed to supplement existing and emerging guidance, and is specifically relevant to addressing the needs of public sector

rebuilding in a post-conflict situation by peacekeeping forces. The material presented here draws both from theory and analytic frameworks and from on-the-ground experience of practitioners. Army Doctrine Publication (ADP) 3-07 is the Army's doctrine for stability tasks. ADP 3-07 presents overarching doctrinal guidance and direction for conducting these operations, setting the foundation for developing other fundamentals and tactics, techniques, and procedures detailed in subordinate doctrinal publications. It also provides operational guidance for commanders and trainers at all echelons. See Figure 1 on page iv. The principal audience for ADP 3-07 is the middle and senior leadership of the Army, officers in the rank of major and above, who command Army forces or serve on the staffs that support those commanders. It also applies to the civilian leadership of the Army. This manual is also intended to serve as a resource for the other government agencies, intergovernmental organizations, international organizations, nongovernmental organizations, and private sector entities who seek to better understand the role of the military in broader reconstruction and stabilization efforts. Commanders, staffs, and subordinates ensure their decisions and actions comply with applicable U.S., international, and, in some cases, host-nation laws and regulations. Commanders at all levels ensure their Soldiers operate in accordance with the law of war and the rules of engagement. See Field Manual (FM) 27-10. ADP 3-07 implements the standardization agreement entitled Allied Joint Publication-3.4. ADP 3-07 uses joint terms where applicable. Most terms with joint or Army definitions are in both the glossary and the text. Terms for which ADP 3-07 is the proponent publication (the authority) have an asterisk in the glossary. Definitions for which ADP 3-07 is the proponent publication are in boldfaced text. For other definitions in the text, the term is italicized and the number of the proponent publication follows the definition. ADP 3-07 applies to the Active Army, Army National Guard (ARNG) /Army National Guard of the United States (ARNGUS), and United States Army Reserve (USAR) unless otherwise stated. The proponent of ADP 3-07 is the United States Army Combined Arms Center. The preparing agency is the United States Army Peacekeeping and Stability Operations Center, U.S. Army War College. Field Manual (FM) 3-07 is the Army's keystone doctrinal publication for stability operations. FM 3-07 presents overarching doctrinal guidance and direction for conducting stability operations, setting the foundation for developing other fundamentals and tactics, techniques, and procedures detailed in subordinate field manuals. It also provides operational guidance for commanders and trainers at all echelons and forms the foundation for Army Training System curricula. The six chapters that make up this edition of Stability Operations constitute the Army's approach to the conduct of full spectrum operations in any environment across the spectrum of conflict. This doctrine focuses on achieving unity of effort through a comprehensive approach to stability operations, but remains consistent with, and supports the execution of, a broader "whole of government" approach as defined by the United States Government (USG). The core of this doctrine includes the following:

- Chapter 1 describes the strategic context that frames the Army's comprehensive approach to stability operations. It includes discussion of the strategic environment, USG strategy and policy, and interagency efforts to define an integrated approach to stability operations that leverages the collective efforts of a wide array of actors toward a commonly understood and recognized end state.
- Chapter 2 links full spectrum operations to broader efforts aiming to achieve stability, emphasizing the simultaneous nature of offensive, defensive, and stability tasks. It describes the phasing paradigm that defines stability operations activities conducted before, during, and after combat operations. Finally, the chapter links the primary stability tasks with broader interagency stability sectors to provide the foundation for civil-military integration at the tactical level.
- Chapter 3 addresses the essential stability tasks that comprise military stability operations. It provides a detailed discussion of each of the five primary stability tasks, and describes the subordinate tasks that constitute the range of activities in stability operations. It includes doctrine that describes the role of civil affairs forces in stability operations as the commander's conduit for civil-military integration. Finally, it describes development of mission-essential and directed task list development to support stability operations.
- Chapter 4 discusses the fundamental principles of the detailed component of planning, focused on the stability element of full spectrum operations. It builds on the precepts established in FMs 3-0 and 5-0, providing a systemic approach to planning and assessing stability operations.
- Chapter 5 addresses transitional military authority and provides doctrine concerning command responsibility, establishment, and organization of military government to support stability operations. It includes principles for establishing judicial structures to enable transitional military authority.
- Chapter 6 provides the doctrinal foundation for security sector reform, and introduces security force assistance as the capacity-building activity that encompasses organizing, training, equipping, rebuilding, and advising host-nation security forces. It also sets disarmament, demobilization, and reintegration as a fundamental element of security sector reform. Seven appendixes complement the body of the manual. Army doctrine is consistent and compatible with joint doctrine. FM 3-07 links stability operations doctrine to joint operations doctrine as expressed in joint doctrinal publications, specifically, Joint Publication (JP) 3-0 and JP 5-0. FM 3-07 expands on the fundamental principles of operations expressed in FM 3-0 and links those principles to a comprehensive approach to stability operations within the framework of full spectrum operations. FM 3-07 also uses text and concepts developed in conjunction with North Atlantic Treaty Organization partners. The Army's Field Manual (FM) 3-07, Stability Operations Doctrine, identifies five sectors as components of an integrated approach to stability and reconstruction (S&R): security; justice and reconciliation; humanitarian assistance and social well-being; participatory governance; and economic stabilization and infrastructure. Government has an important role in each of these sectors, so attention to restoring, rebuilding, and reforming the public sector in post-conflict societies is critical to achieving the end state conditions that FM 3-07's stability operations strategy establishes: * A safe and secure environment; * Established rule of law; * Social well-being; * Stable governance; and, * A sustainable economy. FM 3-07 describes two categories of the range of activities in stability operations for achieving these end state conditions: reconstruction and stabilization. Reconstruction is the process of rebuilding degraded, damaged, or destroyed political, socioeconomic, and physical infrastructure to create the foundation for long-term development. Stabilization is the process by which underlying tensions that might lead to resurgence in violence and a breakdown in law and order are managed and reduced, while efforts are made to support preconditions for successful long-term development. This guide examines an intervening force's contribution to creating a functional state that can deliver services effectively, is responsive and accountable to its citizens, and is capable of assuring security. For each of these three areas, the discussion summarizes key issues, trade-offs, and options for military strategists, planners, and personnel that relate to the restoration and rebuilding of government in the context of full spectrum operations. The guide provides counsel for military personnel in planning and executing stability operations tasks related to lines of operation to rebuild a capable government, but it is neither a blueprint nor a "how to" checklist. It is designed to supplement existing and emerging guidance, fill in gaps, and consolidate from some of these sources information specifically relevant to addressing the needs of public sector rebuilding in post-conflict situations. The material presented draws both from theory and from on-the-ground experience of military and civilian practitioners. This guide will focus on three central aspects identified above but first will elaborate and clarify the central terminology and concepts—government, governance, and the social contract between citizens and the state. The Guide then discusses the three core functions of a state: 1) effective service delivery; 2) responsiveness to the citizenry; and 3) security. This discussion is set within the context of a review of the state structure or model (federal or unitary) and the relationship between the center and the subnational units (decentralization). Doctrine provides a military organization with a common philosophy, a language, a purpose, and unity of effort. Tactics is the art and science of employing all available means to win battles and engagements. Specifically, it comprises the actions taken by a commander to arrange units and activities in relation to each other and the enemy. FM 3-90 introduces the basic concepts and control measures associated with the art of tactics. It cannot be read in isolation. To understand FM 3-90, the reader must understand the operational art, principles of war, and links between the operational and tactical levels of war described in FM 3-0, Operations. He should understand how the activities described in FM 3-07, Stability Operations and Support Operations, carry over and affect offensive and defensive operations and vice versa. He should understand the operations (plan, prepare, execute, and assess) process described in FM 6-0, Command and Control, and how that process relates to the military decision making process and troop-leading procedures described in FM 5-0, Army Planning and Orders Production. FM 3-90 also refers to joint publications (JPs). Reviewing referenced JPs will also aid in understanding FM 3-90. FM 3-90 focuses on the tactics used to employ available means to win in combat. Those tactics require judgment in application. The ability to seize and secure terrain, with its populations and productive capacity, distinguishes land forces conducting decisive offensive and defensive operations. FM 3-90 provides a common discussion of how commanders from the battalion task

force level through the corps echelon conduct tactical offensive and defensive operations and their supporting tactical enabling operations. It is not prescriptive, but authoritative. Tactical fundamentals do not change with the fielding of each new piece of equipment. However, the integration of new equipment and organizations usually requires changes in related techniques and procedures. FM 3-90 provides guidance in the form of combat-tested concepts and ideas modified to exploit emerging Army and joint capabilities. FM 3-90 focuses on the organization of forces, minimum essential control measures, and general planning, preparation, and execution considerations for each type and form of combat operation. It is the common reference for all students of the tactical art, both in the field and the Army school system. A family of subordinate manuals address the techniques and procedures used by tactical combat forces at each echelon. Assessment concepts described in FM 6-0 and FM 6-22, Army Leadership, also apply. All operations process considerations are modified as necessary to account for the specific factors of METT-TC existing during each operation. Army Techniques Publication (ATP) 3-07.5 is the Army's doctrine for stability techniques. In conjunction with Army Doctrine Publication (ADP) 3-07, Army Doctrine Reference Publication (ADRP) 3-07, and Field Manual (FM) 3-07, it provides doctrinal guidance and direction for Army units conducting operations heavy with stability tasks. The purpose of ATP 3-07.5 is to provide leaders and Soldiers with the necessary knowledge regarding stability tasks. This ATP provides the conceptual framework for Army units to perform stability tasks across the range of military operations. It addresses stability tasks at operational and tactical levels. The principal audience for ATP 3-07.5 is all members of the profession of arms. Commanders and staffs at operational and tactical levels refer to applicable joint or multinational doctrine concerning the range of military operations and joint or multinational forces. Trainers and educators throughout the Army also use this manual. Commanders, staffs, and subordinates ensure their decisions and actions comply with applicable U.S., international, and, in some cases, host-nation laws and regulations. Commanders at all levels ensure their Soldiers operate in accordance with the law of war and the rules of engagement. (See FM 27-10.) ATP 3-07.5 implements the standardization agreement entitled Allied Joint Publication-3.4. ATP 3-07.5 uses joint terms where applicable. Most terms with joint or Army definitions are in both the glossary and the text. For definitions in the text, the term is italicized and the number of the proponent publication follows the definition. ATP 3-07.5 is not the proponent for any defined terms. ATP 3-07.5 applies to the Active Army, the Army National Guard (USAR) /Army National Guard of the United States (ARNGUS), and United States Army Reserve (USAR) unless otherwise stated. The proponent of ATP 3-07.5 is the United States Army Combined Arms Center. The preparing agency is the United States Army Peacekeeping and Stability Operations Institute, United States Army War College. Field Manual (FM) 3-22, "Army Support to Security Cooperation," provides doctrine for Army support to Department of Defense security cooperation. It explains how Army forces conduct security cooperation, from theater army through brigade level, including support from Headquarters, Department of the Army, functional Army Service component commands, major commands, and direct reporting units. Army modularity allows commanders to add selective capabilities to assist the brigade as it conducts security cooperation activities. The brigade and any additional augmentation required from higher echelons provide the framework for advisors to function and accomplish the mission-building partner capacity and capability-to achieve the desired end state. Doctrine provides a military organization with a common philosophy, a language, a purpose, and unity of effort. Tactics is the art and science of employing all available means to win battles and engagements. Specifically, it comprises the actions taken by a commander to arrange units and activities in relation to each other and the enemy. FM 3-90 introduces the basic concepts and control measures associated with the art of tactics. It cannot be read in isolation. To understand FM 3-90, the reader must understand the operational art, principles of war, and links between the operational and tactical levels of war described in FM 3-0, Operations. 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FM 3-90 provides a common discussion of how commanders from the battalion task force level through the corps echelon conduct tactical offensive and defensive operations and their supporting tactical enabling operations. It is not prescriptive, but authoritative. Tactical fundamentals do not change with the fielding of each new piece of equipment. However, the integration of new equipment and organizations usually requires changes in related techniques and procedures. FM 3-90 provides guidance in the form of combat-tested concepts and ideas modified to exploit emerging Army and joint capabilities. November 2011 printing. Field Manual (FM) 3-50.1 is the Army's doctrinal publication for personnel recovery. It presents doctrinal guidance and direction for Army personnel recovery operations and is the foundation for developing tactics and techniques, handbooks, and unit standard operating procedures. It provides operational direction for commanders, staffs, and trainers at all echelons, from company through theater army. This doctrine helps ensure all echelons of the Army organize, train, and equip to conduct personnel recovery and prevent isolation incidents. This FM supersedes and builds on the groundbreaking work of FM 3-50.1, Army Personnel Recovery, 10 August 2005, by articulating the importance of the commander in successful personnel recovery operations, enlarging its scope to include stability operations and defense support of civil authorities operations, and addressing unified land operations. This updated manual incorporates the doctrinal concepts in FM 1, The Army; ADP 3-0, Unified Land Operations; FM 3-07, Stability Operations; and FM 3-28, Civil Support Operations. FM 3-81 Maneuver Enhancement Brigade, provides the maneuver enhancement brigade (MEB) doctrine. The manual is linked to joint and Army doctrine to ensure that it is useful to joint and Army commanders and staffs. To comprehend the doctrine contained in this manual, readers must first understand the nature of unified land operations as described in ADP 3-0 and ADRP 3-0. In addition, readers must fully understand the fundamentals of the operations process that is contained in ADP 5-0 and ADRP 5-0, the principles of mission command that are described in ADP 6-0 and ADRP 6-0, the stability tasks that are discussed in ADP 3-07 and ADRP 3-07, the execution of defense support of civil authorities (DSCA) that is discussed in ADP 3-28 and ADRP 3-28, the tactics that are contained ADRP 3-90, and the protection tasks that are discussed in ADP 3-37 and ADRP 3-37.

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