

**ARTEP 41-701-60-MTP**

**Mission Training Plan  
for  
Civil Affairs Specialty Teams**

**AUGUST 2002**

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**Headquarters, Department of the Army**

ARMY TRAINING AND  
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No. 41-701-60-MTP

HEADQUARTERS  
DEPARTMENT OF THE ARMY  
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# MISSION TRAINING PLAN

## Mission Training Plan for Civil Affairs Specialty Teams

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This publication supersedes ARTEPs 41-701-30-MTP, 20 September 1993; 41-702-30-MTP, 2 September 1993; 41-705-MTP, 22 March 1992; 41-707-30-MTP, 19 March 1993; 41-708-30-MTP, 19 March 1993; 41-715-MTP, 20 April 1992; 41-717-30-MTP, 30 September 1993; and 41-718-30-MTP, 30 September 1993.

## PREFACE

This Army Training and Evaluation Program (ARTEP) mission training plan (MTP) provides commanders of Civil Affairs Commands (CACOMs), brigades, and battalions a task-based, mission-oriented training strategy to enable specialty teams to perform their critical missions in war and in military operations other than war. Although MTPs may not cover unit contingency plans, this document includes tasks that can be tailored to meet task organization requirements outlined in current unit mission letters.

This MTP applies to the specialty teams in the headquarters and headquarters company (HHC) of the CACOM, the specialty teams in the HHC of the Civil Affairs (CA) brigade, the specialty teams in the functional specialty company of the CA battalion (United States Army Reserve [USAR]), and the civic action team in the CA company of the CA battalion, special operations (SO). It is designed to be used with ARTEP 41-701-10-MTP, *Mission Training Plan for a Civil Affairs Team*, and 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)*.

USAR CA units are organized to provide general CA expertise as well as specialized expertise in 16 functional skills found only in the civil sector. These 16 functional skills are described in Field Manual (FM) 3-05.40, *Civil Affairs Operations* (currently published as FM 41-10, *Civil Affairs Operations*), and FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*. The CACOM's specialty teams and the CA brigade's specialty teams comprise the technical expertise of all 16 CA functional skills. The specialty team of the CA battalion (USAR) and the civic action team of the CA battalion (SO) provide expertise in several, but not all, of the 16 functional skills. All CA specialists must perform the tasks of their specialty function.

Standards for executing the tasks are described in the training and evaluation outlines (T&EOs). Standards were developed to meet the Total Army requirement. To meet mission-essential requirements, commanders may wish to make standards more stringent. The intent of this publication is not to deny the commander that flexibility.

Training developers continuously update individual and collective tasks and other support products for these manuals in the Automated Systems Approach to Training (ASAT) database. Units can view the most current digitized version of these manuals via the Internet at the General Dennis J. Reimer Training and Doctrine Digital Library, <http://www.adtdl.army.mil/atdls.htm>.

The proponent of this manual is the United States Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS). Submit comments and recommended changes to Commander, USAJFKSWCS, 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

### Unit Training

**1-1. General.** This ARTEP MTP provides CA commanders and subordinate leaders guidance on how to train and evaluate their CA specialty teams to conduct their critical wartime mission successfully. Many factors affect the training program of the CA specialty team including, but not limited to, the following:

- a. The unit's mission-essential task list (METL).
- b. Training directives and guidance established by the chain of command.
- c. Training priorities.
- d. Availability of training resources and areas.

**1-2. Supporting Materials.** This MTP describes a critical wartime mission-oriented training program that is part of the next-higher echelon's training program. This relationship is illustrated in Figure 1-1, page 1-2. The program is supported by the United States Army Special Operations Command (USASOC) and CA doctrinal manuals, career management field (CMF) 38 soldier's manuals, and Army officer foundation standards (OFS) manuals. The unit's training program consists of—

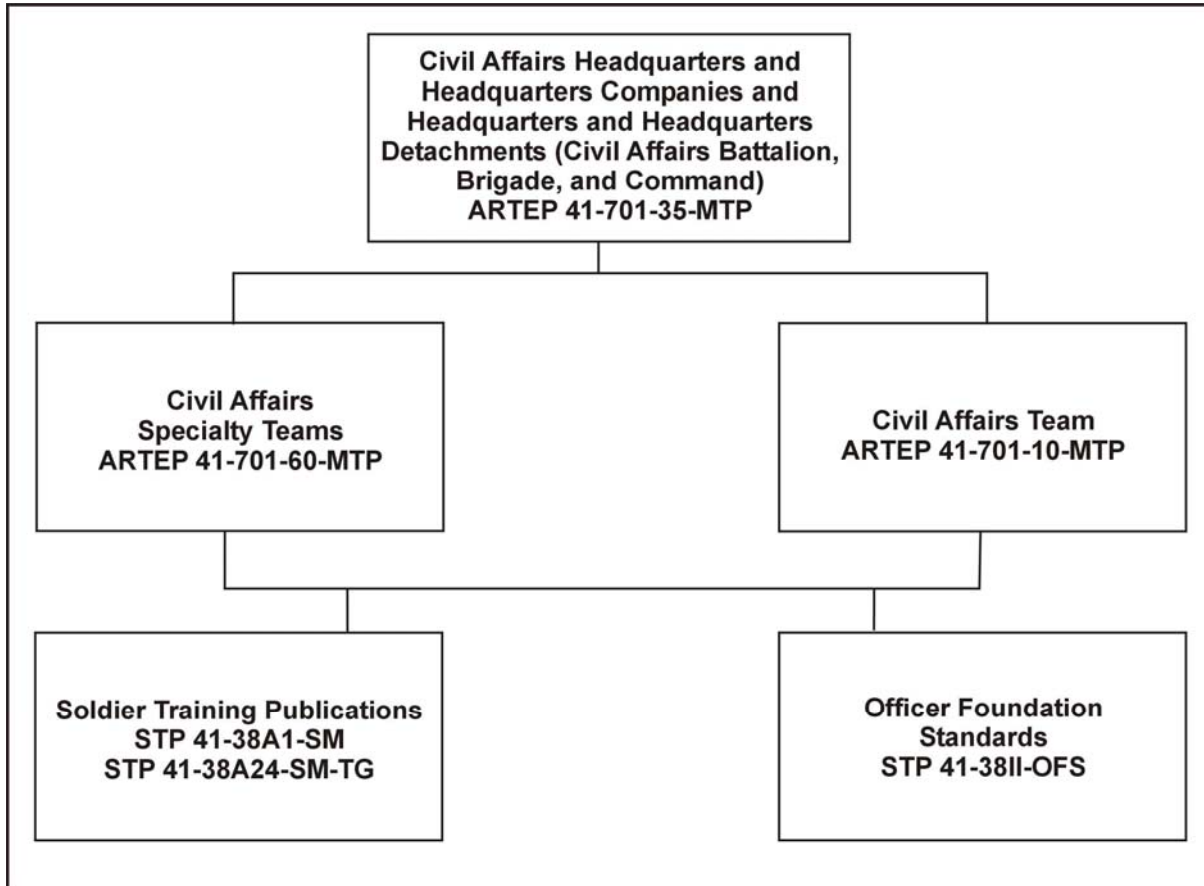
- a. ARTEP 41-701-10-MTP, *Mission Training Plan for a Civil Affairs Team*.
- b. ARTEP 41-701-35-MTP, *Mission Training Plan for Civil Affairs Headquarters and Headquarters Companies and Headquarters and Headquarters Detachments (Civil Affairs Battalion, Brigade, and Command)*.
- c. FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*.
- d. Soldier Training Publications (STPs) for the appropriate military occupational specialty (MOS) and skill levels.
- e. OFS manual for company grade CA officers.

**1-3. Contents.** This MTP is organized into six chapters:

- a. Chapter 1, Unit Training, provides a base for the other chapters and explains their use. It describes the MTP content and identifies the CA specialty teams' missions. This chapter briefly describes the Army training doctrine and its relationship to CA unit training.
- b. Chapter 2, Training Matrixes, shows the relationship between missions, collective tasks, and individual tasks. Training matrixes are used as planning tools for training.
- c. Chapter 3, Mission Outlines/Training Plans, presents a graphic portrayal of the relationship between the unit's critical wartime missions to field training exercises (FTXs) and their supporting situational training exercises (STXs).
- d. Chapter 4, Training Exercises, explains various training exercises available to the commander and subordinate leaders. Relevant and realistic training information and scenarios are provided to create STXs.
- e. Chapter 5, Training and Evaluation Outlines, provides the training and evaluation criteria for all the collective tasks the CA specialty teams must master to perform their missions effectively. The T&EOs

in this MTP are the mission-essential tasks that—when combined with other relevant mission guidance, directives, operation plans (OPLANs), and restraints—assist in the development of a unit’s METL. Each T&EO identifies the individual and leader tasks, task steps, and performance measures. In various combinations, the T&EOs compose training exercises in Chapter 4.

f. Chapter 6, External Evaluation, provides instructions for planning, preparing, and conducting external evaluations of CA specialty teams.



**Figure 1-1. MTP Echelon Relationship Diagram**

**1-4. Missions and Tasks.** This MTP addresses two types of missions for a CA specialty team: the critical wartime mission and its supporting missions. The critical wartime mission for a CA specialty team is to support the conduct of civil-military operations (CMO). The following is a discussion of the relationship of missions-to-collective tasks and their training requirements.

a. A CA specialty team has one primary overarching critical wartime mission that crosses the range of military operations—to provide CMO support. The mission consists of tasks the CA specialty teams must execute to accomplish the mission. The CA specialty team leader trains each collective task supporting the mission. CA specialty team collective tasks may be trained singly or jointly with other tasks. In either training situation, the training must be oriented on the training criteria described in the T&EO. Several T&EOs can be trained as an STX. Various combinations of STXs can be used to develop an FTX for the unit to practice its entire critical wartime mission. Higher echelons can link several STXs to design and develop a realistic and relevant external evaluation exercise.

b. The commander trains leader tasks that support the CA specialty team's supporting missions through the use of—

- (1) STP and OFS training.
- (2) Tactical exercises without troops (TEWTs).
- (3) Command post exercises (CPXs).
- (4) Battle simulations (warfighters/Battle Command Training Program [BCTP]).

c. All soldiers must master the individual tasks that support the collective tasks outlined in this MTP by training to the standard in the STPs.

**1-5. Special Operations Imperatives.** This MTP is in full accord with the SO imperatives. Commanders, leaders, and soldiers must incorporate these imperatives into their exercise planning and implementation if they are to be successful during mission execution. Soldiers will fight as they have been trained. Train as you will fight! Figure 1-2 lists the SO imperatives. (For more information on the SO imperatives, refer to FM 3-05, *Army Special Operations Forces Doctrine* [currently published as FM 100-25, *Doctrine for Army Special Operations Forces*].)

- |  |
|--|
| <ul style="list-style-type: none"> <li>• Understand the operational environment.</li> <li>• Recognize political implications.</li> <li>• Facilitate interagency activities.</li> <li>• Engage the threat discriminately.</li> <li>• Consider long-term effects.</li> <li>• Ensure legitimacy and credibility of SO.</li> <li>• Anticipate and control psychological effects.</li> <li>• Apply capabilities indirectly.</li> <li>• Develop multiple options.</li> <li>• Ensure long-term sustainment.</li> <li>• Provide sufficient intelligence.</li> <li>• Balance security and synchronization.</li> </ul> |
|--|

**Figure 1-2. Special Operations Imperatives**

**1-6. Training Principles.** This MTP is based on the training principles outlined in FM 25-100, *Training the Force*.

a. *Train as combined arms and services team.* Commanders and leaders at every level must strive to incorporate joint (sister Services), other government organizations (GOs), nongovernmental organizations (NGOs), national or international industry, and international organizations (IOs) into their training program. This training program should be an ongoing skills and knowledge sustainment program. The CA specialty teams will be required to be knowledgeable of the purposes, policies, procedures, and capabilities of these organizations and agencies. This knowledge base will enable the teams to provide subject matter expertise and assistance to the commander as he strives to accomplish his mission successfully. The CA specialty team will be expected to interact, meet, coordinate, and cooperate successfully with these groups within the civil-military environment. These groups include—

- (1) GOs:
  - (a) United States (U.S.) Department of State (DOS).
  - (b) U.S. Embassy Country Teams.

- (c) U.S. Department of Education.
- (d) U.S. law enforcement agencies.
- (e) Government Services Administration.
- (f) U.S. Department of Agriculture.
- (g) U.S. Agency for International Development (USAID).
- (h) U.S. Department of Transportation.
- (i) Federal Emergency Management Agency.

(2) NGOs:

- (a) American Red Cross.
- (b) Samaritan's Purse.
- (c) Any nonprofit Christian aid organization.
- (d) All medical aid organizations (Doctors Without Borders).
- (e) Organizations based out of allied nations.

(3) National or international industry with interests in rebuilding:

- (a) Public works facilities.
- (b) Communication infrastructure.
- (c) Roads and railroads.
- (d) Economic development.
- (e) Environmental safety.

(4) International Organizations:

- (a) Cooperation for Assistance and Relief Everywhere (CARE).
- (b) International Red Cross (IRC).
- (c) United Nations staff offices or agencies.

b. *Train as you fight.* Commanders and leaders must plan, coordinate, and execute demanding realistic training, moving soldiers out of the classroom and into the field. Commanders and leaders must seize every opportunity to train with those units, agencies, and organizations, and in the environment where they will work during military operations. Remember that units will perform under combat conditions as they were trained. They will remember the last way they performed a task, right or wrong. Commanders should consider using simulation software designed to replicate conditions that expand the CA specialty teams' ability to train in CMO problem solving (these are available in a number of commercially available game simulations). The appropriate training vehicles are divisional (CA battalion), theater support command and corps exercises (CA brigade), and regional commander in chief (CINC) or Army-level warfighters and CPXs. Team integrity is always preferred; however, it is not always possible.

Training objectives may seem elusive, but with imagination, flexibility, and proper planning, any exercise can provide realistic CA specialty team training opportunities.

c. *Use appropriate doctrine.* Training must conform to current Army and joint doctrine. The primary guiding doctrinal publications used by CA leaders and soldiers include Joint Publication (JP) 3-57, *Joint Doctrine for Civil-Military Operations*; JP 3-57.1, *Joint Doctrine for Civil Affairs*; FM 3-0, *Operations*; FM 100-25; FM 41-10; and FM 3-05.401. Standards for operation and training are found in this MTP, STPs, regulations, and other supporting doctrinal and training publications. Use the appropriate T&EOs for the mission being trained.

d. *Use performance-oriented training.* Units and CA soldiers become proficient in the performance of critical tasks and missions by practicing the tasks and missions. Civil Affairs soldiers learn by doing, using a hands-on approach. Leaders are responsible for developing and executing a training strategy that provides these opportunities.

e. *Train to challenge.* Well-constructed training inspires excellence by encouraging initiative and eagerness to learn. Challenging training builds competence and confidence by developing and refining knowledge, skills, and abilities. Successful completion of tough, realistic training increases capacity and motivation of individuals and teams to advance to more sophisticated and challenging levels of training.

f. *Train to sustain proficiency.* Once CA specialty teams have trained to the required level, leaders must structure training plans to repeat critical tasks, training at the minimum frequency necessary for sustainment. CA specialty teams are expected to and must be prepared to accomplish their wartime missions on short notice. They will not have lengthy “train up” periods before deployments. Two often overlooked training tools for sustaining proficiency in CA specialties are personal membership in professional organizations and subscriptions to professional publications related to the soldier’s duty position and area of responsibility (AOR). Two examples are National Public Works Organizations and the Corps of Engineers monthly newsletter. Soldiers who subscribe to resources such as these must bear the cost of membership.

g. *Train using multiechelon techniques.* Commanders and leaders must effectively use all available time and resources to conduct simultaneous training of individual, collective, and leader tasks. Multiechelon training is the most effective and efficient way to train and sustain a diverse number of mission-essential tasks with a limited amount of time and other resources.

h. *Train to maintain.* Maintenance is a vital part of every training program. Maintenance training designed to keep equipment in the fight is as important to soldiers as being an expert in its use. Soldiers and leaders are responsible for maintaining all assigned equipment in a high state of readiness in support of training and combat employment.

i. *Make commanders the primary trainers.* Leaders at all levels are responsible for the training and performance of their soldiers and teams. Their personal involvement is essential for operational success. The leaders are the primary training managers and trainers for their teams. To accomplish their training responsibilities, commanders and leaders must apply the following training imperatives:

- (1) Base training on wartime mission requirements (develop METL).
- (2) Identify applicable Army standards and training to MTP standards.
- (3) Assess current levels of proficiency.

(4) Provide the required resources. (Include adequate Reserve Personnel, Army [RPA] funds and Operations and Maintenance, Army [OMA] [Travel] funds for training with outside agencies. These include funds to attend professional-oriented seminars targeted toward specific specialty team skills. See Joint Ethics Regulation 3-200 for guidance on the use of funds for this purpose.)



(5) Develop and execute training plans that result in proficient individuals, leaders, and teams.

**1-7. Unit Training Strategy.** The commander develops and executes a training program that trains his unit to standard in its critical wartime missions. This program is a component of the Army's Combined Arms Training Strategy (CATS). The CATS provides direction and guidance on how the Total Army will train and identifies the resources required to support that training. The CATS provides the tools for leaders to focus and manage training in an integrated manner. Central to the CATS is a series of proponent-generated unit and institutional strategies. They describe the training and resources required to train to standard.

a. The specialty teams' training strategies provide leaders with a descriptive "menu" for training. The menu reflects an optimal way to train to standard, but it is unlikely that all teams will have the exact mix of resources required to execute an optimal training strategy.

b. A critical element in the team training strategy is identifying critical training gates. Critical training gates are training events that must be conducted to standard before moving on to a more difficult or resource-intensive training event or task. Training gates follow the crawl, walk, run training methodology. For instance, if the team training strategy calls for conducting an FTX, and an STX has been identified as a critical training gate for the FTX, the training tasks contained in the STX must be trained to standard before conducting the FTX. Standards for all tasks must be clearly defined so the trainer can assess the preparedness of the unit to move on to more complex training events. Based on the critical training gates, the commander uses his METL and his assessment of the team's training status to determine the selection and timing of the collective training exercise in a specific training strategy.

c. The CA commander will assign collective tasks for training based on his METL and the training guidance from the next-higher headquarters (HQ).

d. The commander ensures that the individual tasks that support the collective tasks are part of the training plan. Linking individual tasks to collective tasks helps the unit to master mission performance objectives. The linkages of collective-to-individual tasks can be found in the matrixes in Chapter 2 and after each collective task in Chapter 5.

e. The commander must prioritize task training, as the teams will not have time to train everything.

f. Integrating tasks into the training schedule requires—

- (1) Prioritization of tasks.
- (2) Frequency that tasks need to be trained.
- (3) Time allocation.
- (4) Location.
- (5) Responsible individuals (leader of element to be trained must be present).
- (6) Risk assessment.
- (7) An organized plan.

g. The commander must approve the tasks to be trained, determine assets needed to conduct training, keep subordinate leaders informed, and oversee training. Standards must be rigidly enforced.

**1-8. Force Protection (Safety).** Leaders must execute training to standard. When leaders train to standard, they train safely. They do not take shortcuts. They adhere to the task steps and performance measures. Soldiers must be aware of the harm they can cause themselves and others by the way they operate and train with their assigned equipment. They must understand what can happen when they take unnecessary risks during training (Figure 1-3, page 1-8). The chain of command must be aware of the destruction and harm the unit under its control or supervision can cause to others and must remember that field training is a dangerous environment. Leaders should not avoid training because of safety concerns. When units train to standard, they achieve combat readiness safely. Safety training is conducted on a three-tier basis. It includes total chain of command involvement in planning training, a chain of command presence, and individual responsibility.

a. Tier I is the commander's responsibility. The commander validates the structural soundness of the training and evaluation plan from a safety perspective. The commander considers the arrangement of training, makes the program sequential, and conducts a level of training consistent with the abilities of those being trained. He also addresses safety-related matters by MOS.

b. Tier II involves actions to be taken by responsible individuals during preparation for training and execution of the training plan. The officer in charge (OIC) or noncommissioned officer in charge (NCOIC) is responsible for this tier. At the training site, the OIC and NCOIC establish a training safety watch. The OIC and NCOIC place emphasis on safety standards, environmental factors, incidents that contribute to accidents, risk assessment, and risk management in accordance with (IAW) FM 101-5, *Staff Organization and Operations*. Responsible individuals must know how to balance tasks against training requirements, monitor conditions for safety and health hazards, and eliminate or control those hazards. They monitor the welfare of the troops in everything that happens.

c. Tier III is everyone's business. It involves soldiers being "tuned in" to looking after each other and themselves. Soldiers should establish a buddy system for safety and keep a safety watch on one another. Soldiers should stress individual training safety and first-aid responsibilities, emphasize recognition of unsafe conditions and unsafe acts, and be alert to human error. Anyone has the authority to halt any activity that is inherently unsafe.

**1-9. Environmental Protection.** Protection of natural resources is an ever-increasing concern to the Army. All unit leaders are responsible for decreasing and, if possible, eliminating damage to the environment when conducting training. Environmental risk management parallels safety risk management and follows the same philosophy. Environmental risk management consists of the following steps:

a. *Identify hazards.* Identify potential sources for environmental degradation during analysis of the mission, enemy, terrain and weather, troops and support available—time available and civil considerations (METT-TC). This effort requires the identification of environmental hazards. An environmental hazard is a condition with the potential for polluting air, soil, or water or for destroying cultural and historical artifacts.

b. *Assess the hazard.* Analyze the potential severity of environmental degradation using the environmental risk assessment matrix (Figure 1-4, page 1-9). Severity of environmental degradation is considered when determining the potential effect an operation will have on the environment. The risk impact value is an indicator of the severity of environmental degradation. Using the environmental risk assessment matrixes, quantify the risk to the environment resulting from the operation as extremely high, high, moderate, or low.

		HAZARD PROBABILITY				
		FREQUENT	LIKELY	OCCASIONAL	SELDOM	UNLIKELY
S E V E R I T Y	CATASTROPHIC	E	E	H	H	M
	CRITICAL	E	H	H	M	L
	MARGINAL	H	M	M	L	L
	NEGLIGIBLE	M	L	L	L	L

**HAZARD PROBABILITY** (The likelihood that an event will occur.)

**Frequent:** Occurs often, continuously experienced.  
**Likely:** Occurs several times.  
**Occasional:** Occurs sporadically.  
**Seldom:** Unlikely, but could occur at some time.  
**Unlikely:** Can assume it will not occur.

**SEVERITY** (The degree of injury, property damage, or other mission-impairing factors.)

**Catastrophic:** Death or permanent total disability, system loss, major property damage.  
**Critical:** Permanent partial disability, temporary total disability in excess of 3 months, major system damage, significant property damage.  
**Marginal:** Minor injury, lost workday accident, minor system damage, minor property damage.  
**Negligible:** First aid or minor medical treatment, minor system impairment.

**RISK LEVELS**

**E (Extremely High):** Loss of ability to accomplish mission.  
**H (High):** Significantly degrades mission capabilities in terms of required mission standards.  
**M (Moderate):** Degrades mission capabilities in terms of required mission standards.  
**L (Low):** Little or no impact on accomplishment of mission.

**Figure 1-3. Risk Assessment Matrix**

c. *Make environmental risk decisions.* Make decisions and develop measures to reduce high environmental risks.

d. *Brief the chain of command.* Brief the chain of command—including the installation environmental office, if applicable—on proposed plans and pertinent high-risk environmental matrixes. Risk decisions are made at a level of command that corresponds to the degree of risk.

e. *Implement controls.* Implement environmental protection measures by integrating them into plans, orders, standing operating procedures (SOPs), training performance standards, and rehearsals.

f. *Supervise.* Supervise and enforce environmental protection standards.

Environmental Area		Rating					
UNIT OPERATIONS		RISK IMPACT					
Movement of heavy vehicles/systems	5	4	3	2	1	0	
Movement of personnel and light vehicles/systems	5	4	3	2	1	0	
Assembly area activities	5	4	3	2	1	0	
Field maintenance of equipment	5	4	3	2	1	0	
Garrison maintenance of equipment	5	4	3	2	1	0	

Environmental Risk Assessment Work Sheet

	Movement of heavy vehicles/systems	Movement of personnel and light vehicles/systems	Assembly area activities	Field maintenance of equipment	Garrison maintenance of equipment	Risk rating
Air pollution						
Archaeological and historical sites						
Hazardous materiel/waste						
Noise pollution						
Threatened/endangered species						
Water pollution						
Wetland protection						
Overall rating						

Overall Environmental Risk Assessment Form

Category	Range	Environmental Damage	Decision Maker
Low	0-58	Little or none	Appropriate level
Moderate	59-117	Minor	Appropriate level
High	118-149	Significant	Division commander
Extremely High	150-175	Severe	MACOM commander

Risk Categories

**Figure 1-4. Environmental Risk Assessment Matrix**

**1-10. Evaluation.** The T&EOs in Chapter 5 of this ARTEP MTP list the standards the CA specialty teams must achieve for each task.

a. Evaluations may be internal or external. Internal evaluations occur at all levels and must be inherent in all training. External evaluations are usually more formal and are conducted by a HQ two levels above the unit being evaluated.

b. A critical weakness in training is the failure to evaluate each task every time it is executed. An underlying concept of an ARTEP is to train and evaluate simultaneously. Every training exercise provides the potential for evaluation and feedback. Every evaluation is also a training session. Leaders and trainers must continually evaluate to optimize training. Evaluation must occur during the execution of training.

c. Emphasis should be on direct, on-the-spot evaluations. Correcting poor performance during individual training or during the conduct of drills is an easy procedure. In higher-level exercises (for example, STXs, FTXs, CPXs), however, the procedure is usually not feasible with outside evaluators. The habit of leader evaluation at every level makes the difference. After-action reviews (AARs) should occur frequently at logical intervals during exercises, usually after the completion of a major task. This technique is a proven one that allows the correction of shortcomings while they are still fresh in everyone's mind. AARs prevent the reinforcement of bad habits.

d. FM 25-101, *Battle Focused Training*, provides information on conducting an AAR. It also provides detailed guidance on coaching and critiquing during training. In addition, Chapter 6 of this MTP provides guidance on performing external evaluations.

**1-11. Feedback.** User feedback helps ensure that this ARTEP MTP answers the training needs of units in the field. Your recommendations for improving and enhancing this ARTEP MTP are important to the training developers. Let us know your thoughts about this MTP. Please take the time to complete the questionnaire at the end of this MTP and mail it to the address indicated on the questionnaire.

## CHAPTER 2

### Training Matrixes

**2-1. General.** The training matrix assists the commander in planning the training of his unit's personnel. The mission identification table listed below (Figure 2-1) provides mission identification for the unit.

<b>Mission Identification Table</b>
<b>Mission Title</b>
<ul style="list-style-type: none"> <li>• Serve as Principal Advisor on Economic and Commerce Functions</li> </ul>
<ul style="list-style-type: none"> <li>• Serve as Principal Advisor on Government Functions</li> </ul>
<ul style="list-style-type: none"> <li>• Serve as Principal Advisor on Public Facilities               <ul style="list-style-type: none"> <li>• Serve as Principal Advisor on Special Functions</li> </ul> </li> </ul>

**Figure 2-1. Mission Identification Table**

**2-2. Mission-to-Collective Task Matrix.** This matrix (Figure 2-2, pages 2-1 through 2-2), identifies the missions and their supporting collective tasks. The tasks are listed under the appropriate battlefield operating systems (BOS) which are indicated by an **X** in the matrix. The BOS used in this matrix are defined in U.S. Training and Doctrine Command (TRADOC) Pamphlet (Pam) 11-9. A specific mission is trained by identifying collective tasks in the vertical column for the mission. Based on the proficiency of the unit, training is focused on operational weaknesses.

	Serve as Principal Advisor on Economic and Commerce Functions	Serve as Principal Advisor on Government Functions	Serve as Principal Advisor on Public Facilities Functions	Serve as Principal Advisor on Special Functions
<b>Collective Task</b>				
<b>Perform CSS and Sustainment</b>				
41-5-0020    Provide Civilian Supply Support	<b>X</b>			
41-5-0021    Provide Food and Agriculture Support	<b>X</b>			
41-5-0022    Provide Economic Development Support	<b>X</b>			
41-5-0023    Provide Public Communications Support			<b>X</b>	
41-5-0024    Provide Public Transportation Support			<b>X</b>	
41-5-0025    Provide Public Works and Utilities Support			<b>X</b>	
41-5-0026    Provide Legal Support		<b>X</b>		
41-5-0027    Provide Public Administration Support		<b>X</b>		
41-5-0028    Provide Public Education Support		<b>X</b>		
41-5-0029    Provide Public Health Support		<b>X</b>		
41-5-0030    Provide Public Safety Support		<b>X</b>		

Collective Task		Serve as Principal Advisor on Economic and Commerce Functions	Serve as Principal Advisor on Government Functions	Serve as Principal Advisor on Public Facilities Functions	Serve as Principal Advisor on Special Functions
41-5-0031	Provide Civil Information Support				X
41-5-0032	Provide Dislocated Civilian Support				X
41-5-0033	Provide Cultural Relations Support				X
41-5-0034	Provide Emergency Services Support				X
41-5-0035	Provide Environmental Management Support				X

Figure 2-2. Mission-to-Collective Task

**2-3. Individual Task-to-Collective Task Matrix.** This matrix (Figure 2-3, pages 2-2 through 2-49) identifies the relationship that exists between the collective tasks in this publication and the individual tasks that support them.

Individual Task	41-5-0020	41-5-0021	41-5-0022	41-5-0023
<b>Enlisted, MOS 38A/Skill Level 1</b>				
331-911-0003 Maintain Journals, Status Boards, Visual Display Charts, and Graphs Required to Manage Civil Affairs Operations	X	X	X	X
331-911-0004 Integrate Graphics and Overlays With Other Staff Sections	X	X	X	X
331-911-0006 Support the Conduct of an Area Assessment	X	X	X	X
331-911-0007 Analyze the Legal Aspects of the Law of Land Warfare on Military Operations	X	X	X	X
331-911-0008 Determine the Roles and Functions of the U.S. Army Psychological Operations in Support of Civil Affairs Operations				
331-911-0301 Identify the Civil Affairs Missions	X	X	X	X
331-911-0303 Identify Army Command Structure and Staff Procedures and Responsibilities	X	X	X	X
331-911-0305 Assist in the Preparation of a Military Briefing	X	X	X	X
331-911-0306 Conduct Information Gathering Through Civil Affairs Activities	X	X	X	X

<b>Individual Task</b>	<b>41-5-0020</b>	<b>41-5-0021</b>	<b>41-5-0022</b>	<b>41-5-0023</b>
331-911-0401 Identify the Responsibilities and Functions of the Civil-Military Operations Staff Section	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
331-911-0403 Support the Preparation of a Civil-Military Operations Estimate of the Situation	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
331-911-0501 Identify the Roles, Missions, and Functions of Nongovernmental Organizations, Private Voluntary Organizations, and Other Government Organizations	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
331-911-0601 Identify Civil Defense Requirements				
331-911-0650 Identify the Missions and Responsibilities of the Labor Specialty			<b>X</b>	
331-911-0700 Identify the Missions and Responsibilities of the Legal Specialty				
331-911-0750 Identify the Missions and Responsibilities of the Public Administration Specialty				
331-911-0800 Identify the Missions and Responsibilities of the Public Education Specialty				
331-911-0850 Identify the Missions and Responsibilities of the Public Finance Specialty			<b>X</b>	
331-911-0900 Identify the Missions and Responsibilities of the Public Health Specialty				
331-911-0950 Identify the Missions and Responsibilities of the Public Safety Specialty				
331-911-1000 Identify the Missions and Responsibilities of the Public Welfare Specialty				
331-911-1001 Determine the Availability of Emergency Supplies and Equipment				
331-911-1050 Identify the Missions and Responsibilities of the Civilian Supply Specialty	<b>X</b>			
331-911-1100 Identify the Missions and Responsibilities of the Economics and Commerce Specialty			<b>X</b>	
331-911-1150 Identify the Missions and Responsibilities of the Food and Agriculture Specialty		<b>X</b>		



<b>Individual Task</b>	<b>41-5-0020</b>	<b>41-5-0021</b>	<b>41-5-0022</b>	<b>41-5-0023</b>
331-911-1250 Identify the Missions and Responsibilities of the Public Communications Specialty				<b>X</b>
331-911-1300 Identify the Missions and Responsibilities of the Public Transportation Specialty				
331-911-1350 Identify the Missions and Responsibilities of the Public Works and Utilities Specialty				
331-911-1400 Identify the Missions and Responsibilities of the Arts, Monuments, and Archives Specialty				
331-911-1450 Identify the Missions and Responsibilities of the Civil Information Specialty				
331-911-1500 Identify the Missions and Responsibilities of the Cultural Affairs Specialty				
331-911-1501 Identify the Cultural Characteristics of the Population That May Affect the Mission				
331-911-1502 Identify Religious Buildings, Shrines, and Consecrated Places				
331-911-1503 Describe the Impact of Religious Beliefs on the Conduct of Civil Affairs Campaigns				
331-911-1504 Demonstrate Cross-Cultural Communications Skills				
331-911-1550 Identify the Missions and Responsibilities of the Dislocated Civilians Specialty				
331-911-1551 Describe the Impact of Military Operations on Civilians in the Area of Operations	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<b>Enlisted, MOS 38A/Skill Level 2</b>				
331-911-0011 Process Area and Functional Specialty Assessments	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
331-911-0012 Provide Liaison With Nongovernment Organizations, Private Voluntary Organizations, and Government Organizations Within the Area of Operations				

<b>Individual Task</b>	<b>41-5-0020</b>	<b>41-5-0021</b>	<b>41-5-0022</b>	<b>41-5-0023</b>
331-911-0013 Support the Development of Programs That Encourage Civilian Population Support			X	
331-911-0100 Support Training to Enhance the Operation and Conduct of Civic Action Programs				
331-911-0101 Apprise the Commander Continuously on the Viability of the Established Government				
331-911-0102 Coordinate Civil Information Activities With Psychological Operations Units				
331-911-0251 Support the Training of Auxiliary (the Resistance) in Civil Affairs Operations				
331-911-0307 Identify the Responsibilities, Functions, and Staff Coordination Requirements of a Civil Affairs Staff Noncommissioned Officer	X	X	X	X
331-911-0402 Process Civil-Military Operations Reports	X	X	X	X
331-911-0602 Report Availability of Civil Defense Resources				
331-911-0603 Advise Local Officials on Civil Defense Activities				
331-911-0604 Support Local Officials in Civil Defense Activities				
331-911-0605 Coordinate Civil Defense Activities With Public Safety Personnel				
331-911-0606 Coordinate Explosive Ordnance Disposal Activities With Foreign Nation Civil Defense Agencies				
331-911-0651 Monitor Compliance With Labor Agreements			X	
331-911-0652 Coordinate Requirements With Key Labor Personnel and Organizations for Local Labor Support			X	
331-911-0701 Report on the Capability of the Local Legal System				
331-911-0751 Report on the Effectiveness of Local Government Agencies	X	X	X	

<b>Individual Task</b>	<b>41-5-0020</b>	<b>41-5-0021</b>	<b>41-5-0022</b>	<b>41-5-0023</b>
331-911-0801 Report on the Damage or Condition of Public Education Facilities				
331-911-0802 Support the Planning and Implementation of Education Programs				
331-911-0803 Screen Personnel and Materials in the Education System to Ensure Compliance With Directives				
331-911-0851 Coordinate the Security of Assets of Financial Institutions Within the Area of Operations			<b>X</b>	
331-911-0901 Report on the Local Public Health Needs				
331-911-0902 Coordinate Use of Civilian Medical Facilities and Supplies by U.S. Forces				
331-911-0903 Coordinate Military Assistance for the Disposition of Human and Animal Remains				
331-911-0951 Coordinate Public Safety Services in Support of Military Operations				
331-911-0952 Report on the Capabilities of Public Safety Resources				
331-911-0953 Implement Weapons and Contraband Measures				
331-911-0954 Support Training the Indigenous Police Organizations/Paramilitary Forces in Populace and Resources Control				
331-911-0955 Report on Political Alignments, Crimes, and Demographics of Inmates				
331-911-1002 Report on Welfare Supplies Needed for Emergency Relief				
331-911-1003 Report on Emergency Supply Needs of the Populace				
331-911-1051 Report on Civilian Needs for Military Supplies		<b>X</b>		
331-911-1052 Coordinate Salvage of Captured Supplies That Can Be Used by the Civilian Populace	<b>X</b>			

<b>Individual Task</b>	<b>41-5-0020</b>	<b>41-5-0021</b>	<b>41-5-0022</b>	<b>41-5-0023</b>
331-911-1101 Report on the Current Local Exports and Imports (to Include Type, Quantity, and Market) Within the Area of Operations	X		X	
331-911-1102 Support the Local Planning of Economic Goals and Programs Within the Area of Operations	X	X	X	
331-911-1151 Report on Areas of Staple Crops and Surplus and Deficit Foodstuff		X		
331-911-1201 Report on Private and Public Property and Resources Available for Military Use	X			
331-911-1251 Report on Private and Public Communications Systems				X
331-911-1301 Report on Private and Public Transportation Capabilities				
331-911-1302 Report on Public Transportation Requirements for Civilian and Military Use				
331-911-1351 Report on the Availability of Public Works and Utilities to Support Military Operations				
331-911-1401 Support the Location, Identification, and Determination of and Safeguard of Arts, Monuments, and Archives				
331-911-1505 Coordinate Military Support for Decontamination of Cultural Properties				
331-911-1506 Monitor the Speeches, Publications, and Demonstrations of External Agencies to Determine Their Acceptance or Rejection by the Local Populace				
331-911-1553 Estimate the Number of Dislocated Civilians, Their Points of Origin, and Their Anticipated Direction of Movement				
<b>Enlisted, MOS 38A/Skill Level 3</b>				
331-911-0308 Prepare Civil Affairs Annex	X	X	X	X
331-911-0309 Conduct Civil Affairs Situational Briefing	X	X	X	X

<b>Individual Task</b>	<b>41-5-0020</b>	<b>41-5-0021</b>	<b>41-5-0022</b>	<b>41-5-0023</b>
331-911-0310 Supervise the Processing of Foreign Nation, Government Organization, and Nongovernment Organization Message Traffic	X	X	X	X
331-911-0406 Advise the Commander on the Legal System's Impact on Civil-Military Operations				
331-911-0408 Support the Transition of Government Authority in the Area of Operations				
331-911-0409 Advise the Commander on Significant Economic Factors That Affect Civil-Military Operations	X	X	X	X
331-911-0451 Conduct Liaison Between Commanders and Local Leaders	X	X	X	X
331-911-0607 Integrate Local Civil Defense Agencies Into the Military Warning System				
331-911-0608 Coordinate With Applicable Organizations in the Disposition of Mass Casualties to Include Nuclear, Biological, and Chemical Warfare				
331-911-0653 Coordinate to Ensure U.S. Compliance With International Laws and Conventions Regarding Use of Civilian Labor			X	
331-911-0654 Support Local Government Agencies in Establishing and Administering Labor Programs			X	
331-911-0702 Support Local Judicial Agencies in Administering the Legal System				
331-911-0904 Coordinate the Utilization of Civilian Public Health and Sanitation Services				
331-911-0905 Coordinate for the Prevention, Control, and Treatment of Diseases				
331-911-0906 Coordinate Acquisition of Medical Support Required by the Civilian Sector From Either U.S. Military or Civilian Sources				

<b>Individual Task</b>	<b>41-5-0020</b>	<b>41-5-0021</b>	<b>41-5-0022</b>	<b>41-5-0023</b>
331-911-0956 Provide Liaison Between the Military Forces and Public Safety Agencies				
331-911-0957 Supervise Local Police, Firefighting, Rescue Agencies, and Penal Institutions				
331-911-1004 Support the Planning of Disaster Relief Operations				
331-911-1005 Coordinate the Administration of Public Welfare Services and Supplies				
331-911-1053 Coordinate Acquisition of Resources to Meet Military Needs	<b>X</b>	<b>X</b>	<b>X</b>	
331-911-1054 Coordinate Acquisition of Resources, Facilities, and Other Support From Foreign Assets	<b>X</b>			
331-911-1055 Coordinate the Storage, Security, and Movement of Essential Civilian Supplies	<b>X</b>			
331-911-1056 Coordinate the Control of Negotiable Assets and Resources That Are Not Supervised by Other Agencies	<b>X</b>			
331-911-1103 Report on the Effectiveness of Government Economic and Commercial Agencies	<b>X</b>	<b>X</b>	<b>X</b>	
331-911-1104 Report on the Effectiveness of Government Economic Controls	<b>X</b>	<b>X</b>	<b>X</b>	
331-911-1105 Support the Development of Economic Plans to Prevent Black Market Activities	<b>X</b>		<b>X</b>	
331-911-1106 Support the Planning of Price Control and Rationing Programs	<b>X</b>		<b>X</b>	
331-911-1107 Supervise the Rationing Program			<b>X</b>	
331-911-1152 Conduct Agricultural Assessment in the Area of Operations		<b>X</b>		
331-911-1153 Coordinate the Distribution of Surplus Staple Crops		<b>X</b>		

<b>Individual Task</b>	<b>41-5-0020</b>	<b>41-5-0021</b>	<b>41-5-0022</b>	<b>41-5-0023</b>
331-911-1202 Support the Establishment of Policies and Procedures Concerning Custody and Administration of Private and Public Property	X			
331-911-1252 Coordinate the Allocation of Civilian Communications Resources for Civilian and Military Use				X
331-911-1253 Coordinate Foreign Nations Communications Links				X
331-911-1254 Coordinate the Maintenance of Communications Systems				X
331-911-1256 Coordinate the Direction of Civil Communication Agencies as Required				X
331-911-1303 Coordinate the Military Use of Civilian Transportation Assets				
331-911-1304 Support the Operations of Civilian Transportation Agencies and Functions				
331-911-1353 Coordinate the Military Use of Public Works and Utilities				
331-911-1355 Coordinate the Construction, the Operation, and the Maintenance of Public Works and Utilities Facilities and Equipment				
331-911-1402 Supervise the Preparation of Map Overlays Showing the Location of Significant Arts, Monuments, and Archives to Include Preclusion Overlays				
331-911-1403 Implement Directives for the Protection of Arts, Monuments, and Archives and Other Cultural Properties				
331-911-1451 Support the Control and Operation of Civil Information Agencies and Media				
331-911-1452 Implement Civil Censorship Policies				
331-911-1507 Support the Development of Codes of Behavior for U.S. Forces to Reduce Acts Contrary to Local Customs				

<b>Individual Task</b>	<b>41-5-0020</b>	<b>41-5-0021</b>	<b>41-5-0022</b>	<b>41-5-0023</b>
331-911-1508 Recommend Restrictions on the Use of Religious Buildings, Shrines, and Consecrated Places				
331-911-1509 Advise the Commander on the Relations Among Ethnic, Cultural, Religious, and Social Groups in the Area of Operations				
331-911-1554 Implement a Screening and Identification System in Support of Evacuation Operations				
331-911-1555 Coordinate Linguist Requirements for Marshalling Teams and Security Forces During Evacuation Operations				
<b>Enlisted, MOS 38A/Skill Level 4</b>				
331-911-0104 Assist in Advising the Commander in Chief on Civil Affairs Capabilities and Employment Opportunities				
331-911-0311 Provide Input to the Theater Operations Plan/Operations Order Annex	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
331-911-0412 Coordinate Civil-Military Operations With U.S., Foreign Nation, and International Organizations	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
331-911-0413 Coordinate the Development and Maintenance of an Information Database in Support of Civil-Military Operations	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
331-911-0414 Conduct Civil-Military Operations Mobile Training Team in Support of Security Assistance Operations				
331-911-0419 Supervise the Preparation and the Update of a Civil-Military Operations Estimate	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
331-911-0453 Advise the Commander and Local Leaders in the Corrections of any Shortcomings That Are Detected Within the U.S.-Sponsored Government	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
331-911-0609 Evaluate the Civil Defense Emergency Plan				



<b>Individual Task</b>	<b>41-5-0020</b>	<b>41-5-0021</b>	<b>41-5-0022</b>	<b>41-5-0023</b>
331-911-1305 Coordinate for the Use of Available Transportation for the Evacuation of Civilians From Combat Areas				
331-911-1306 Coordinate for the Use of Available Transportation Assets in the Medical Evacuation of Civilian Mass Casualty Situations				
331-911-1510 Manage the Cultural Awareness Troop Information Program				
331-911-1556 Coordinate With Military Forces for Transportation, Military Police Support, Military Intelligence, Medical Activities, and Logistics Support as Needed				
331-911-1557 Coordinate With Civilian Authorities and International Agencies for Support of Dislocated Civilian Operations				
331-911-1558 Supervise the Operation of Temporary Camps for Dislocated Civilians				
331-911-1559 Coordinate the Movement, Resettlement, or Return of Dislocated Civilians to Their Homes in Accordance With U.S. and International Law and Local Policy Objectives				
<b>Officer, AOC 38A/Any Skill Level</b>				
01-9108.50-3004 Conduct a Civil Affairs Area Assessment	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
01-9108.50-3006 Implement Military Civic Action Projects				
01-9108.50-3010 Assist in Planning Foreign Nation Support	<b>X</b>	<b>X</b>	<b>X</b>	
01-9108.50-3011 Plan Humanitarian Assistance				
01-9108.50-3012 Coordinate Support From Private Voluntary and Nongovernment Organizations	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
01-9108.50-3013 Plan Military Support for Civil Defense				
01-9108.50-3014 Plan Civil Assistance				
01-9108.50-3015 Monitor Support to Civil Administration				
01-9108.50-3016 Establish Liaison With Nonmilitary Agencies and Organizations	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>

<b>Individual Task</b>	<b>41-5-0020</b>	<b>41-5-0021</b>	<b>41-5-0022</b>	<b>41-5-0023</b>
04-9108.01-0001 Prepare a Civil-Military Operations Estimate of the Situation	X	X	X	X
04-9108.02-0105 Prepare Priority Intelligence Requirements	X	X	X	X
04-9108.02-0106 Disseminate Collected Information	X	X	X	X
04-9108.05-0021 Prepare a Civil Affairs Annex to an Operations Plan or Order	X	X	X	X
04-9108.07-0021 Prepare a Periodic Civil Affairs Report	X	X	X	X
04-9108.09-0002 Assist in Planning Civil Affairs Operational Support for an Evacuation Operation				
04-9108.14-0103 Evaluate the Effectiveness of Civil-Military Operations	X			
04-9108.09-0010 Plan Support for Dislocated Civilian Operations				
S1-9108.50-3003 Determine How the Special Operations Imperatives Relate to Civil Affairs Operations	X	X	X	X
S4-9185.01-1025 Identify the Basic Requirements for the Treatment of Property and Cultural Facilities	X			

Individual Task	41-5-0024	41-5-0025	41-5-0026	41-5-0027	
<b>Enlisted, MOS 38A/Skill Level 1</b>					
331-911-0003	Maintain Journals, Status Boards, Visual Display Charts, and Graphs Required to Manage Civil Affairs Operations	X	X	X	X
331-911-0004	Integrate Graphics and Overlays With Other Staff Sections	X	X	X	X
331-911-0006	Support the Conduct of an Area Assessment	X	X	X	X
331-911-0007	Analyze the Legal Aspects of the Law of Land Warfare on Military Operations	X	X	X	X
331-911-0008	Determine the Roles and Functions of the U.S. Army Psychological Operations in Support of Civil Affairs Operations				
331-911-0301	Identify the Civil Affairs Missions	X	X	X	X
331-911-0303	Identify Army Command Structure and Staff Procedures and Responsibilities	X	X	X	X
331-911-0305	Assist in the Preparation of a Military Briefing	X	X	X	X
331-911-0306	Conduct Information Gathering Through Civil Affairs Activities	X	X	X	X
331-911-0401	Identify the Responsibilities and Functions of the Civil-Military Operations Staff Section	X	X	X	X
331-911-0403	Support the Preparation of a Civil-Military Operations Estimate of the Situation	X	X	X	X
331-911-0501	Identify the Roles, Missions, and Functions of Nongovernmental Organizations, Private Voluntary Organizations, and Other Government Organizations	X	X	X	X
331-911-0601	Identify Civil Defense Requirements				
331-911-0650	Identify the Missions and Responsibilities of the Labor Specialty				
331-911-0700	Identify the Missions and Responsibilities of the Legal Specialty			X	

<b>Individual Task</b>	<b>41-5-0024</b>	<b>41-5-0025</b>	<b>41-5-0026</b>	<b>41-5-0027</b>
331-911-0750 Identify the Missions and Responsibilities of the Public Administration Specialty				<b>X</b>
331-911-0800 Identify the Missions and Responsibilities of the Public Education Specialty				
331-911-0850 Identify the Missions and Responsibilities of the Public Finance Specialty				
331-911-0900 Identify the Missions and Responsibilities of the Public Health Specialty				
331-911-0950 Identify the Missions and Responsibilities of the Public Safety Specialty				
331-911-1000 Identify the Missions and Responsibilities of the Public Welfare Specialty				
331-911-1001 Determine the Availability of Emergency Supplies and Equipment				
331-911-1050 Identify the Missions and Responsibilities of the Civilian Supply Specialty				
331-911-1100 Identify the Missions and Responsibilities of the Economics and Commerce Specialty				
331-911-1150 Identify the Missions and Responsibilities of the Food and Agriculture Specialty				
331-911-1250 Identify the Missions and Responsibilities of the Public Communications Specialty	<b>X</b>	<b>X</b>		
331-911-1300 Identify the Missions and Responsibilities of the Public Transportation Specialty	<b>X</b>	<b>X</b>		
331-911-1350 Identify the Missions and Responsibilities of the Public Works and Utilities Specialty		<b>X</b>		
331-911-1400 Identify the Missions and Responsibilities of the Arts, Monuments, and Archives Specialty				
331-911-1450 Identify the Missions and Responsibilities of the Civil Information Specialty				
331-911-1500 Identify the Missions and Responsibilities of the Cultural Affairs Specialty				

<b>Individual Task</b>	<b>41-5-0024</b>	<b>41-5-0025</b>	<b>41-5-0026</b>	<b>41-5-0027</b>
331-911-1501 Identify the Cultural Characteristics of the Population That May Affect the Mission				
331-911-1502 Identify Religious Buildings, Shrines, and Consecrated Places				
331-911-1503 Describe the Impact of Religious Beliefs on the Conduct of Civil Affairs Campaigns				
331-911-1504 Demonstrate Cross-Cultural Communications Skills				
331-911-1550 Identify the Missions and Responsibilities of the Dislocated Civilians Specialty				
331-911-1551 Describe the Impact of Military Operations on Civilians in the Area of Operations	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<b>Enlisted, MOS 38A/Skill Level 2</b>				
331-911-0011 Process Area and Functional Specialty Assessments	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
331-911-0012 Provide Liaison With Nongovernment Organizations, Private Voluntary Organizations, and Government Organizations Within the Area of Operations				<b>X</b>
331-911-0013 Support the Development of Programs That Encourage Civilian Population Support				<b>X</b>
331-911-0100 Support Training to Enhance the Operation and Conduct of Civic Action Programs				
331-911-0101 Apprise the Commander Continuously on the Viability of the Established Government				<b>X</b>
331-911-0102 Coordinate Civil Information Activities With Psychological Operations Units				
331-911-0251 Support the Training of Auxiliary (the Resistance) in Civil Affairs Operations				

<b>Individual Task</b>	<b>41-5-0024</b>	<b>41-5-0025</b>	<b>41-5-0026</b>	<b>41-5-0027</b>
331-911-0307 Identify the Responsibilities, Functions, and Staff Coordination Requirements of a Civil Affairs Staff Noncommissioned Officer	X	X	X	X
331-911-0402 Process Civil-Military Operations Reports	X	X	X	X
331-911-0602 Report Availability of Civil Defense Resources				
331-911-0603 Advise Local Officials on Civil Defense Activities				
331-911-0604 Support Local Officials in Civil Defense Activities				
331-911-0605 Coordinate Civil Defense Activities With Public Safety Personnel				
331-911-0606 Coordinate Explosive Ordnance Disposal Activities With Foreign Nation Civil Defense Agencies				
331-911-0651 Monitor Compliance With Labor Agreements				
331-911-0652 Coordinate Requirements With Key Labor Personnel and Organizations for Local Labor Support				
331-911-0701 Report on the Capability of the Local Legal System			X	
331-911-0751 Report on the Effectiveness of Local Government Agencies				X
331-911-0801 Report on the Damage or Condition of Public Education Facilities				
331-911-0802 Support the Planning and Implementation of Education Programs				
331-911-0803 Screen Personnel and Materials in the Education System to Ensure Compliance With Directives				
331-911-0851 Coordinate the Security of Assets of Financial Institutions Within the Area of Operations				
331-911-0901 Report on the Local Public Health Needs				
331-911-0902 Coordinate Use of Civilian Medical Facilities and Supplies by U.S. Forces				

<b>Individual Task</b>	<b>41-5-0024</b>	<b>41-5-0025</b>	<b>41-5-0026</b>	<b>41-5-0027</b>
331-911-0903 Coordinate Military Assistance for the Disposition of Human and Animal Remains				
331-911-0951 Coordinate Public Safety Services in Support of Military Operations				
331-911-0952 Report on the Capabilities of Public Safety Resources				
331-911-0953 Implement Weapons and Contraband Measures				
331-911-0954 Support Training the Indigenous Police Organizations/Paramilitary Forces in Populace and Resources Control				<b>X</b>
331-911-0955 Report on Political Alignments, Crimes, and Demographics of Inmates				
331-911-1002 Report on Welfare Supplies Needed for Emergency Relief				
331-911-1003 Report on Emergency Supply Needs of the Populace				
331-911-1051 Report on Civilian Needs for Military Supplies				
331-911-1052 Coordinate Salvage of Captured Supplies That Can Be Used by the Civilian Populace				
331-911-1101 Report on the Current Local Exports and Imports (to Include Type, Quantity, and Market) Within the Area of Operations				
331-911-1102 Support the Local Planning of Economic Goals and Programs Within the Area of Operations				
331-911-1151 Report on Areas of Staple Crops and Surplus and Deficit Foodstuff				
331-911-1201 Report on Private and Public Property and Resources Available for Military Use				
331-911-1251 Report on Private and Public Communications Systems				
331-911-1301 Report on Private and Public Transportation Capabilities	<b>X</b>			

<b>Individual Task</b>	<b>41-5-0024</b>	<b>41-5-0025</b>	<b>41-5-0026</b>	<b>41-5-0027</b>
331-911-1302 Report on Public Transportation Requirements for Civilian and Military Use	X			
331-911-1351 Report on the Availability of Public Works and Utilities to Support Military Operations		X		
331-911-1401 Support the Location, Identification, and Determination of and Safeguard of Arts, Monuments, and Archives				
331-911-1505 Coordinate Military Support for Decontamination of Cultural Properties				
331-911-1506 Monitor the Speeches, Publications, and Demonstrations of External Agencies to Determine Their Acceptance or Rejection by the Local Populace				
331-911-1553 Estimate the Number of Dislocated Civilians, Their Points of Origin, and Their Anticipated Direction of Movement				
<b>Enlisted, MOS 38A/Skill Level 3</b>				
331-911-0308 Prepare Civil Affairs Annex	X	X	X	X
331-911-0309 Conduct Civil Affairs Situational Briefing	X	X	X	X
331-911-0310 Supervise the Processing of Foreign Nation, Government Organization, and Nongovernment Organization Message Traffic	X	X	X	X
331-911-0406 Advise the Commander on the Legal System's Impact on Civil-Military Operations			X	
331-911-0408 Support the Transition of Government Authority in the Area of Operations				X
331-911-0409 Advise the Commander on Significant Economic Factors That Affect Civil-Military Operations				
331-911-0451 Conduct Liaison Between Commanders and Local Leaders	X	X	X	X
331-911-0607 Integrate Local Civil Defense Agencies Into the Military Warning System				



<b>Individual Task</b>	<b>41-5-0024</b>	<b>41-5-0025</b>	<b>41-5-0026</b>	<b>41-5-0027</b>
331-911-0608 Coordinate With Applicable Organizations in the Disposition of Mass Casualties to Include Nuclear, Biological, and Chemical Warfare				
331-911-0653 Coordinate to Ensure U.S. Compliance With International Laws and Conventions Regarding Use of Civilian Labor			<b>X</b>	
331-911-0654 Support Local Government Agencies in Establishing and Administering Labor Programs				
331-911-0702 Support Local Judicial Agencies in Administering the Legal System			<b>X</b>	
331-911-0904 Coordinate the Utilization of Civilian Public Health and Sanitation Services				
331-911-0905 Coordinate for the Prevention, Control, and Treatment of Diseases				
331-911-0906 Coordinate Acquisition of Medical Support Required by the Civilian Sector From Either U.S. Military or Civilian Sources				
331-911-0956 Provide Liaison Between the Military Forces and Public Safety Agencies				
331-911-0957 Supervise Local Police, Firefighting, Rescue Agencies, and Penal Institutions				
331-911-1004 Support the Planning of Disaster Relief Operations				<b>X</b>
331-911-1005 Coordinate the Administration of Public Welfare Services and Supplies				
331-911-1053 Coordinate Acquisition of Resources to Meet Military Needs				
331-911-1054 Coordinate Acquisition of Resources, Facilities, and Other Support From Foreign Assets				
331-911-1055 Coordinate the Storage, Security, and Movement of Essential Civilian Supplies				

<b>Individual Task</b>	<b>41-5-0024</b>	<b>41-5-0025</b>	<b>41-5-0026</b>	<b>41-5-0027</b>
331-911-1056 Coordinate the Control of Negotiable Assets and Resources That Are Not Supervised by Other Agencies				
331-911-1103 Report on the Effectiveness of Government Economic and Commercial Agencies				
331-911-1104 Report on the Effectiveness of Government Economic Controls				
331-911-1105 Support the Development of Economic Plans to Prevent Black Market Activities				
331-911-1106 Support the Planning of Price Control and Rationing Programs				
331-911-1107 Supervise the Rationing Program				
331-911-1152 Conduct Agricultural Assessment in the Area of Operations				
331-911-1153 Coordinate the Distribution of Surplus Staple Crops				
331-911-1202 Support the Establishment of Policies and Procedures Concerning Custody and Administration of Private and Public Property				
331-911-1252 Coordinate the Allocation of Civilian Communications Resources for Civilian and Military Use				
331-911-1253 Coordinate Foreign Nations Communications Links				
331-911-1254 Coordinate the Maintenance of Communications Systems				
331-911-1256 Coordinate the Direction of Civil Communication Agencies as Required				
331-911-1303 Coordinate the Military Use of Civilian Transportation Assets	<b>X</b>			
331-911-1304 Support the Operations of Civilian Transportation Agencies and Functions	<b>X</b>			
331-911-1353 Coordinate the Military Use of Public Works and Utilities		<b>X</b>		

<b>Individual Task</b>	<b>41-5-0024</b>	<b>41-5-0025</b>	<b>41-5-0026</b>	<b>41-5-0027</b>
331-911-1355 Coordinate the Construction, the Operation, and the Maintenance of Public Works and Utilities Facilities and Equipment		X		
331-911-1402 Supervise the Preparation of Map Overlays Showing the Location of Significant Arts, Monuments, and Archives to Include Preclusion Overlays				
331-911-1403 Implement Directives for the Protection of Arts, Monuments, and Archives and Other Cultural Properties				
331-911-1451 Support the Control and Operation of Civil Information Agencies and Media				
331-911-1452 Implement Civil Censorship Policies				
331-911-1507 Support the Development of Codes of Behavior for U.S. Forces to Reduce Acts Contrary to Local Customs				
331-911-1508 Recommend Restrictions on the Use of Religious Buildings, Shrines, and Consecrated Places				
331-911-1509 Advise the Commander on the Relations Among Ethnic, Cultural, Religious, and Social Groups in the Area of Operations				
331-911-1554 Implement a Screening and Identification System in Support of Evacuation Operations				
331-911-1555 Coordinate Linguist Requirements for Marshalling Teams and Security Forces During Evacuation Operations				
<b>Enlisted, MOS 38A/Skill Level 4</b>				
331-911-0104 Assist in Advising the Commander in Chief on Civil Affairs Capabilities and Employment Opportunities			X	X
331-911-0311 Provide Input to the Theater Operations Plan/Operations Order Annex	X	X	X	X

<b>Individual Task</b>	<b>41-5-0024</b>	<b>41-5-0025</b>	<b>41-5-0026</b>	<b>41-5-0027</b>
331-911-0412 Coordinate Civil-Military Operations With U.S., Foreign Nation, and International Organizations	X	X	X	X
331-911-0413 Coordinate the Development and Maintenance of an Information Database in Support of Civil-Military Operations	X	X	X	X
331-911-0414 Conduct Civil-Military Operations Mobile Training Team in Support of Security Assistance Operations				
331-911-0419 Supervise the Preparation and the Update of a Civil-Military Operations Estimate	X	X	X	X
331-911-0453 Advise the Commander and Local Leaders in the Corrections of any Shortcomings That Are Detected Within the U.S.-Sponsored Government	X	X	X	X
331-911-0609 Evaluate the Civil Defense Emergency Plan				
331-911-1305 Coordinate for the Use of Available Transportation for the Evacuation of Civilians From Combat Areas	X			
331-911-1306 Coordinate for the Use of Available Transportation Assets in the Medical Evacuation of Civilian Mass Casualty Situations	X			
331-911-1510 Manage the Cultural Awareness Troop Information Program				
331-911-1556 Coordinate With Military Forces for Transportation, Military Police Support, Military Intelligence, Medical Activities, and Logistics Support as Needed				
331-911-1557 Coordinate With Civilian Authorities and International Agencies for Support of Dislocated Civilian Operations				
331-911-1558 Supervise the Operation of Temporary Camps for Dislocated Civilians				

<b>Individual Task</b>	<b>41-5-0024</b>	<b>41-5-0025</b>	<b>41-5-0026</b>	<b>41-5-0027</b>
331-911-1559 Coordinate the Movement, Resettlement, or Return of Dislocated Civilians to Their Homes in Accordance With U.S. and International Law and Local Policy Objectives				
<b>Officer, AOC 38A/Any Skill Level</b>				
01-9108.50-3004 Conduct a Civil Affairs Area Assessment	X	X	X	X
01-9108.50-3006 Implement Military Civic Action Projects				
01-9108.50-3010 Assist in Planning Foreign Nation Support	X	X	X	X
01-9108.50-3011 Plan Humanitarian Assistance				
01-9108.50-3012 Coordinate Support From Private Voluntary and Nongovernment Organizations	X	X	X	X
01-9108.50-3013 Plan Military Support for Civil Defense				
01-9108.50-3014 Plan Civil Assistance				
01-9108.50-3015 Monitor Support to Civil Administration				
01-9108.50-3016 Establish Liaison With Nonmilitary Agencies and Organizations	X	X	X	X
04-9108.01-0001 Prepare a Civil-Military Operations Estimate of the Situation	X	X	X	X
04-9108.02-0105 Prepare Priority Intelligence Requirements	X	X	X	X
04-9108.02-0106 Disseminate Collected Information	X	X	X	X
04-9108.05-0021 Prepare a Civil Affairs Annex to an Operations Plan or Order	X	X	X	X
04-9108.07-0021 Prepare a Periodic Civil Affairs Report	X	X	X	X
04-9108.09-0002 Assist in Planning Civil Affairs Operational Support for an Evacuation Operation				
04-9108.14-0103 Evaluate the Effectiveness of Civil-Military Operations			X	X
04-9108.09-0010 Plan Support for Dislocated Civilian Operations			X	

<b>Individual Task</b>	<b>41-5-0024</b>	<b>41-5-0025</b>	<b>41-5-0026</b>	<b>41-5-0027</b>
S1-9108.50-3003 Determine How the Special Operations Imperatives Relate to Civil Affairs Operations	X	X	X	X
S4-9185.01-1025 Identify the Basic Requirements for the Treatment of Property and Cultural Facilities				

Individual Task	41-5-0028	41-5-0029	41-5-0030	41-5-0031	
<b>Enlisted, MOS 38A/Skill Level 1</b>					
331-911-0003	Maintain Journals, Status Boards, Visual Display Charts, and Graphs Required to Manage Civil Affairs Operations	X	X	X	X
331-911-0004	Integrate Graphics and Overlays With Other Staff Sections	X	X	X	X
331-911-0006	Support the Conduct of an Area Assessment	X	X	X	X
331-911-0007	Analyze the Legal Aspects of the Law of Land Warfare on Military Operations	X	X	X	X
331-911-0008	Determine the Roles and Functions of the U.S. Army Psychological Operations in Support of Civil Affairs Operations				X
331-911-0301	Identify the Civil Affairs Missions	X	X	X	X
331-911-0303	Identify Army Command Structure and Staff Procedures and Responsibilities	X	X	X	X
331-911-0305	Assist in the Preparation of a Military Briefing	X	X	X	X
331-911-0306	Conduct Information Gathering Through Civil Affairs Activities	X	X	X	X
331-911-0401	Identify the Responsibilities and Functions of the Civil-Military Operations Staff Section	X	X	X	X
331-911-0403	Support the Preparation of a Civil-Military Operations Estimate of the Situation	X	X	X	X
331-911-0501	Identify the Roles, Missions, and Functions of Nongovernmental Organizations, Private Voluntary Organizations, and Other Government Organizations	X	X	X	X
331-911-0601	Identify Civil Defense Requirements				
331-911-0650	Identify the Missions and Responsibilities of the Labor Specialty				
331-911-0700	Identify the Missions and Responsibilities of the Legal Specialty				

<b>Individual Task</b>	<b>41-5-0028</b>	<b>41-5-0029</b>	<b>41-5-0030</b>	<b>41-5-0031</b>
331-911-0750 Identify the Missions and Responsibilities of the Public Administration Specialty	<b>X</b>			
331-911-0800 Identify the Missions and Responsibilities of the Public Education Specialty	<b>X</b>			
331-911-0850 Identify the Missions and Responsibilities of the Public Finance Specialty				
331-911-0900 Identify the Missions and Responsibilities of the Public Health Specialty		<b>X</b>		
331-911-0950 Identify the Missions and Responsibilities of the Public Safety Specialty			<b>X</b>	
331-911-1000 Identify the Missions and Responsibilities of the Public Welfare Specialty				
331-911-1001 Determine the Availability of Emergency Supplies and Equipment				
331-911-1050 Identify the Missions and Responsibilities of the Civilian Supply Specialty				
331-911-1100 Identify the Missions and Responsibilities of the Economics and Commerce Specialty				
331-911-1150 Identify the Missions and Responsibilities of the Food and Agriculture Specialty				
331-911-1250 Identify the Missions and Responsibilities of the Public Communications Specialty				
331-911-1300 Identify the Missions and Responsibilities of the Public Transportation Specialty				
331-911-1350 Identify the Missions and Responsibilities of the Public Works and Utilities Specialty				
331-911-1400 Identify the Missions and Responsibilities of the Arts, Monuments, and Archives Specialty				
331-911-1450 Identify the Missions and Responsibilities of the Civil Information Specialty				<b>X</b>
331-911-1500 Identify the Missions and Responsibilities of the Cultural Affairs Specialty				



<b>Individual Task</b>	<b>41-5-0028</b>	<b>41-5-0029</b>	<b>41-5-0030</b>	<b>41-5-0031</b>
331-911-1501 Identify the Cultural Characteristics of the Population That May Affect the Mission				
331-911-1502 Identify Religious Buildings, Shrines, and Consecrated Places				
331-911-1503 Describe the Impact of Religious Beliefs on the Conduct of Civil Affairs Campaigns				
331-911-1504 Demonstrate Cross-Cultural Communications Skills				
331-911-1550 Identify the Missions and Responsibilities of the Dislocated Civilians Specialty				
331-911-1551 Describe the Impact of Military Operations on Civilians in the Area of Operations	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<b>Enlisted, MOS 38A/Skill Level 2</b>				
331-911-0011 Process Area and Functional Specialty Assessments	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
331-911-0012 Provide Liaison With Nongovernment Organizations, Private Voluntary Organizations, and Government Organizations Within the Area of Operations	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
331-911-0013 Support the Development of Programs That Encourage Civilian Population Support	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
331-911-0100 Support Training to Enhance the Operation and Conduct of Civic Action Programs	<b>X</b>			
331-911-0101 Apprise the Commander Continuously on the Viability of the Established Government	<b>X</b>	<b>X</b>		
331-911-0102 Coordinate Civil Information Activities With Psychological Operations Units				
331-911-0251 Support the Training of Auxiliary (the Resistance) in Civil Affairs Operations				

<b>Individual Task</b>	<b>41-5-0028</b>	<b>41-5-0029</b>	<b>41-5-0030</b>	<b>41-5-0031</b>
331-911-0307 Identify the Responsibilities, Functions, and Staff Coordination Requirements of a Civil Affairs Staff Noncommissioned Officer	X	X	X	X
331-911-0402 Process Civil-Military Operations Reports	X	X	X	X
331-911-0602 Report Availability of Civil Defense Resources				
331-911-0603 Advise Local Officials on Civil Defense Activities				
331-911-0604 Support Local Officials in Civil Defense Activities				
331-911-0605 Coordinate Civil Defense Activities With Public Safety Personnel				
331-911-0606 Coordinate Explosive Ordnance Disposal Activities With Foreign Nation Civil Defense Agencies				
331-911-0651 Monitor Compliance With Labor Agreements				
331-911-0652 Coordinate Requirements With Key Labor Personnel and Organizations for Local Labor Support				
331-911-0701 Report on the Capability of the Local Legal System				
331-911-0751 Report on the Effectiveness of Local Government Agencies	X	X	X	X
331-911-0801 Report on the Damage or Condition of Public Education Facilities	X			
331-911-0802 Support the Planning and Implementation of Education Programs	X			
331-911-0803 Screen Personnel and Materials in the Education System to Ensure Compliance With Directives	X			
331-911-0851 Coordinate the Security of Assets of Financial Institutions Within the Area of Operations				
331-911-0901 Report on the Local Public Health Needs		X		
331-911-0902 Coordinate Use of Civilian Medical Facilities and Supplies by U.S. Forces		X		

<b>Individual Task</b>	<b>41-5-0028</b>	<b>41-5-0029</b>	<b>41-5-0030</b>	<b>41-5-0031</b>
331-911-0903 Coordinate Military Assistance for the Disposition of Human and Animal Remains		X		
331-911-0951 Coordinate Public Safety Services in Support of Military Operations			X	
331-911-0952 Report on the Capabilities of Public Safety Resources			X	
331-911-0953 Implement Weapons and Contraband Measures			X	
331-911-0954 Support Training the Indigenous Police Organizations/Paramilitary Forces in Populace and Resources Control			X	
331-911-0955 Report on Political Alignments, Crimes, and Demographics of Inmates			X	
331-911-1002 Report on Welfare Supplies Needed for Emergency Relief				
331-911-1003 Report on Emergency Supply Needs of the Populace				
331-911-1051 Report on Civilian Needs for Military Supplies				
331-911-1052 Coordinate Salvage of Captured Supplies That Can Be Used by the Civilian Populace				
331-911-1101 Report on the Current Local Exports and Imports (to Include Type, Quantity, and Market) Within the Area of Operations				
331-911-1102 Support the Local Planning of Economic Goals and Programs Within the Area of Operations				
331-911-1151 Report on Areas of Staple Crops and Surplus and Deficit Foodstuff				
331-911-1201 Report on Private and Public Property and Resources Available for Military Use				
331-911-1251 Report on Private and Public Communications Systems				
331-911-1301 Report on Private and Public Transportation Capabilities				

<b>Individual Task</b>	<b>41-5-0028</b>	<b>41-5-0029</b>	<b>41-5-0030</b>	<b>41-5-0031</b>
331-911-1302 Report on Public Transportation Requirements for Civilian and Military Use				
331-911-1351 Report on the Availability of Public Works and Utilities to Support Military Operations				
331-911-1401 Support the Location, Identification, and Determination of and Safeguard of Arts, Monuments, and Archives				
331-911-1505 Coordinate Military Support for Decontamination of Cultural Properties				
331-911-1506 Monitor the Speeches, Publications, and Demonstrations of External Agencies to Determine Their Acceptance or Rejection by the Local Populace				<b>X</b>
331-911-1553 Estimate the Number of Dislocated Civilians, Their Points of Origin, and Their Anticipated Direction of Movement				
<b>Enlisted, MOS 38A/Skill Level 3</b>				
331-911-0308 Prepare Civil Affairs Annex	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
331-911-0309 Conduct Civil Affairs Situational Briefing	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
331-911-0310 Supervise the Processing of Foreign Nation, Government Organization, and Nongovernment Organization Message Traffic	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
331-911-0406 Advise the Commander on the Legal System's Impact on Civil-Military Operations				
331-911-0408 Support the Transition of Government Authority in the Area of Operations				
331-911-0409 Advise the Commander on Significant Economic Factors That Affect Civil-Military Operations				
331-911-0451 Conduct Liaison Between Commanders and Local Leaders	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
331-911-0607 Integrate Local Civil Defense Agencies Into the Military Warning System				

<b>Individual Task</b>	<b>41-5-0028</b>	<b>41-5-0029</b>	<b>41-5-0030</b>	<b>41-5-0031</b>
331-911-0608 Coordinate With Applicable Organizations in the Disposition of Mass Casualties to Include Nuclear, Biological, and Chemical Warfare				
331-911-0653 Coordinate to Ensure U.S. Compliance With International Laws and Conventions Regarding Use of Civilian Labor				
331-911-0654 Support Local Government Agencies in Establishing and Administering Labor Programs				
331-911-0702 Support Local Judicial Agencies in Administering the Legal System				
331-911-0904 Coordinate the Utilization of Civilian Public Health and Sanitation Services		<b>X</b>		
331-911-0905 Coordinate for the Prevention, Control, and Treatment of Diseases		<b>X</b>		
331-911-0906 Coordinate Acquisition of Medical Support Required by the Civilian Sector From Either U.S. Military or Civilian Sources		<b>X</b>		
331-911-0956 Provide Liaison Between the Military Forces and Public Safety Agencies			<b>X</b>	
331-911-0957 Supervise Local Police, Firefighting, Rescue Agencies, and Penal Institutions			<b>X</b>	
331-911-1004 Support the Planning of Disaster Relief Operations				
331-911-1005 Coordinate the Administration of Public Welfare Services and Supplies				
331-911-1053 Coordinate Acquisition of Resources to Meet Military Needs				
331-911-1054 Coordinate Acquisition of Resources, Facilities, and Other Support From Foreign Assets				
331-911-1055 Coordinate the Storage, Security, and Movement of Essential Civilian Supplies				

<b>Individual Task</b>	<b>41-5-0028</b>	<b>41-5-0029</b>	<b>41-5-0030</b>	<b>41-5-0031</b>
331-911-1056 Coordinate the Control of Negotiable Assets and Resources That Are Not Supervised by Other Agencies				
331-911-1103 Report on the Effectiveness of Government Economic and Commercial Agencies				
331-911-1104 Report on the Effectiveness of Government Economic Controls				
331-911-1105 Support the Development of Economic Plans to Prevent Black Market Activities				
331-911-1106 Support the Planning of Price Control and Rationing Programs				
331-911-1107 Supervise the Rationing Program				
331-911-1152 Conduct Agricultural Assessment in the Area of Operations				
331-911-1153 Coordinate the Distribution of Surplus Staple Crops				
331-911-1202 Support the Establishment of Policies and Procedures Concerning Custody and Administration of Private and Public Property				
331-911-1252 Coordinate the Allocation of Civilian Communications Resources for Civilian and Military Use				
331-911-1253 Coordinate Foreign Nations Communications Links				
331-911-1254 Coordinate the Maintenance of Communications Systems				
331-911-1256 Coordinate the Direction of Civil Communication Agencies as Required				
331-911-1303 Coordinate the Military Use of Civilian Transportation Assets				
331-911-1304 Support the Operations of Civilian Transportation Agencies and Functions				
331-911-1353 Coordinate the Military Use of Public Works and Utilities				

<b>Individual Task</b>	<b>41-5-0028</b>	<b>41-5-0029</b>	<b>41-5-0030</b>	<b>41-5-0031</b>
331-911-1355 Coordinate the Construction, the Operation, and the Maintenance of Public Works and Utilities Facilities and Equipment				
331-911-1402 Supervise the Preparation of Map Overlays Showing the Location of Significant Arts, Monuments, and Archives to Include Preclusion Overlays				
331-911-1403 Implement Directives for the Protection of Arts, Monuments, and Archives and Other Cultural Properties				
331-911-1451 Support the Control and Operation of Civil Information Agencies and Media				<b>X</b>
331-911-1452 Implement Civil Censorship Policies				<b>X</b>
331-911-1507 Support the Development of Codes of Behavior for U.S. Forces to Reduce Acts Contrary to Local Customs				
331-911-1508 Recommend Restrictions on the Use of Religious Buildings, Shrines, and Consecrated Places				
331-911-1509 Advise the Commander on the Relations Among Ethnic, Cultural, Religious, and Social Groups in the Area of Operations				
331-911-1554 Implement a Screening and Identification System in Support of Evacuation Operations				
331-911-1555 Coordinate Linguist Requirements for Marshalling Teams and Security Forces During Evacuation Operations				
<b>Enlisted, MOS 38A/Skill Level 4</b>				
331-911-0104 Assist in Advising the Commander in Chief on Civil Affairs Capabilities and Employment Opportunities	<b>X</b>			
331-911-0311 Provide Input to the Theater Operations Plan/Operations Order Annex	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>

<b>Individual Task</b>	<b>41-5-0028</b>	<b>41-5-0029</b>	<b>41-5-0030</b>	<b>41-5-0031</b>
331-911-0412 Coordinate Civil-Military Operations With U.S., Foreign Nation, and International Organizations	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
331-911-0413 Coordinate the Development and Maintenance of an Information Database in Support of Civil-Military Operations	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
331-911-0414 Conduct Civil-Military Operations Mobile Training Team in Support of Security Assistance Operations				
331-911-0419 Supervise the Preparation and the Update of a Civil-Military Operations Estimate	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
331-911-0453 Advise the Commander and Local Leaders in the Corrections of any Shortcomings That Are Detected Within the U.S.-Sponsored Government	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
331-911-0609 Evaluate the Civil Defense Emergency Plan				
331-911-1305 Coordinate for the Use of Available Transportation for the Evacuation of Civilians From Combat Areas				
331-911-1306 Coordinate for the Use of Available Transportation Assets in the Medical Evacuation of Civilian Mass Casualty Situations				
331-911-1510 Manage the Cultural Awareness Troop Information Program				
331-911-1556 Coordinate With Military Forces for Transportation, Military Police Support, Military Intelligence, Medical Activities, and Logistics Support as Needed				<b>X</b>
331-911-1557 Coordinate With Civilian Authorities and International Agencies for Support of Dislocated Civilian Operations				
331-911-1558 Supervise the Operation of Temporary Camps for Dislocated Civilians				



<b>Individual Task</b>	<b>41-5-0028</b>	<b>41-5-0029</b>	<b>41-5-0030</b>	<b>41-5-0031</b>
331-911-1559 Coordinate the Movement, Resettlement, or Return of Dislocated Civilians to Their Homes in Accordance With U.S. and International Law and Local Policy Objectives				
<b>Officer, AOC 38A/Any Skill Level</b>				
01-9108.50-3004 Conduct a Civil Affairs Area Assessment	X	X	X	X
01-9108.50-3006 Implement Military Civic Action Projects	X			
01-9108.50-3010 Assist in Planning Foreign Nation Support	X	X	X	X
01-9108.50-3011 Plan Humanitarian Assistance				
01-9108.50-3012 Coordinate Support From Private Voluntary and Nongovernment Organizations	X	X	X	X
01-9108.50-3013 Plan Military Support for Civil Defense				
01-9108.50-3014 Plan Civil Assistance				
01-9108.50-3015 Monitor Support to Civil Administration				
01-9108.50-3016 Establish Liaison With Nonmilitary Agencies and Organizations	X	X	X	X
04-9108.01-0001 Prepare a Civil-Military Operations Estimate of the Situation	X	X	X	X
04-9108.02-0105 Prepare Priority Intelligence Requirements	X	X	X	X
04-9108.02-0106 Disseminate Collected Information	X	X	X	X
04-9108.05-0021 Prepare a Civil Affairs Annex to an Operations Plan or Order	X	X	X	X
04-9108.07-0021 Prepare a Periodic Civil Affairs Report	X	X	X	X
04-9108.09-0002 Assist in Planning Civil Affairs Operational Support for an Evacuation Operation				
04-9108.14-0103 Evaluate the Effectiveness of Civil-Military Operations	X	X	X	X
04-9108.09-0010 Plan Support for Dislocated Civilian Operations	X			

<b>Individual Task</b>	<b>41-5-0028</b>	<b>41-5-0029</b>	<b>41-5-0030</b>	<b>41-5-0031</b>
S1-9108.50-3003 Determine How the Special Operations Imperatives Relate to Civil Affairs Operations	X	X	X	X
S4-9185.01-1025 Identify the Basic Requirements for the Treatment of Property and Cultural Facilities				

Individual Task	41-5-0032	41-5-0033	41-5-0034	41-5-0035	
<b>Enlisted, MOS 38A/Skill Level 1</b>					
331-911-0003	Maintain Journals, Status Boards, Visual Display Charts, and Graphs Required to Manage Civil Affairs Operations	X	X	X	X
331-911-0004	Integrate Graphics and Overlays With Other Staff Sections	X	X	X	X
331-911-0006	Support the Conduct of an Area Assessment	X	X	X	X
331-911-0007	Analyze the Legal Aspects of the Law of Land Warfare on Military Operations	X	X	X	X
331-911-0008	Determine the Roles and Functions of the U.S. Army Psychological Operations in Support of Civil Affairs Operations		X		
331-911-0301	Identify the Civil Affairs Missions	X	X	X	X
331-911-0303	Identify Army Command Structure and Staff Procedures and Responsibilities	X	X	X	X
331-911-0305	Assist in the Preparation of a Military Briefing	X	X		X
331-911-0306	Conduct Information Gathering Through Civil Affairs Activities		X		X
331-911-0401	Identify the Responsibilities and Functions of the Civil-Military Operations Staff Section	X	X	X	X
331-911-0403	Support the Preparation of a Civil-Military Operations Estimate of the Situation	X	X	X	X
331-911-0501	Identify the Roles, Missions, and Functions of Nongovernmental Organizations, Private Voluntary Organizations, and Other Government Organizations	X	X	X	X
331-911-0601	Identify Civil Defense Requirements			X	
331-911-0650	Identify the Missions and Responsibilities of the Labor Specialty				
331-911-0700	Identify the Missions and Responsibilities of the Legal Specialty				

<b>Individual Task</b>	<b>41-5-0032</b>	<b>41-5-0033</b>	<b>41-5-0034</b>	<b>41-5-0035</b>
331-911-0750 Identify the Missions and Responsibilities of the Public Administration Specialty				
331-911-0800 Identify the Missions and Responsibilities of the Public Education Specialty				
331-911-0850 Identify the Missions and Responsibilities of the Public Finance Specialty				
331-911-0900 Identify the Missions and Responsibilities of the Public Health Specialty				
331-911-0950 Identify the Missions and Responsibilities of the Public Safety Specialty				
331-911-1000 Identify the Missions and Responsibilities of the Public Welfare Specialty	<b>X</b>			
331-911-1001 Determine the Availability of Emergency Supplies and Equipment	<b>X</b>		<b>X</b>	
331-911-1050 Identify the Missions and Responsibilities of the Civilian Supply Specialty				
331-911-1100 Identify the Missions and Responsibilities of the Economics and Commerce Specialty				
331-911-1150 Identify the Missions and Responsibilities of the Food and Agriculture Specialty				
331-911-1250 Identify the Missions and Responsibilities of the Public Communications Specialty				
331-911-1300 Identify the Missions and Responsibilities of the Public Transportation Specialty				
331-911-1350 Identify the Missions and Responsibilities of the Public Works and Utilities Specialty				
331-911-1400 Identify the Missions and Responsibilities of the Arts, Monuments, and Archives Specialty		<b>X</b>		
331-911-1450 Identify the Missions and Responsibilities of the Civil Information Specialty		<b>X</b>		
331-911-1500 Identify the Missions and Responsibilities of the Cultural Affairs Specialty		<b>X</b>		

<b>Individual Task</b>	<b>41-5-0032</b>	<b>41-5-0033</b>	<b>41-5-0034</b>	<b>41-5-0035</b>
331-911-1501 Identify the Cultural Characteristics of the Population That May Affect the Mission		X		
331-911-1502 Identify Religious Buildings, Shrines, and Consecrated Places		X		
331-911-1503 Describe the Impact of Religious Beliefs on the Conduct of Civil Affairs Campaigns		X		
331-911-1504 Demonstrate Cross-Cultural Communications Skills		X		
331-911-1550 Identify the Missions and Responsibilities of the Dislocated Civilians Specialty	X			
331-911-1551 Describe the Impact of Military Operations on Civilians in the Area of Operations	X	X		X
<b>Enlisted, MOS 38A/Skill Level 2</b>				
331-911-0011 Process Area and Functional Specialty Assessments	X	X	X	X
331-911-0012 Provide Liaison With Nongovernment Organizations, Private Voluntary Organizations, and Government Organizations Within the Area of Operations	X	X	X	X
331-911-0013 Support the Development of Programs That Encourage Civilian Population Support	X	X		
331-911-0100 Support Training to Enhance the Operation and Conduct of Civic Action Programs			X	
331-911-0101 Apprise the Commander Continuously on the Viability of the Established Government	X		X	
331-911-0102 Coordinate Civil Information Activities With Psychological Operations Units			X	
331-911-0251 Support the Training of Auxiliary (the Resistance) in Civil Affairs Operations			X	

<b>Individual Task</b>	<b>41-5-0032</b>	<b>41-5-0033</b>	<b>41-5-0034</b>	<b>41-5-0035</b>
331-911-0307 Identify the Responsibilities, Functions, and Staff Coordination Requirements of a Civil Affairs Staff Noncommissioned Officer	X	X	X	X
331-911-0402 Process Civil-Military Operations Reports	X	X	X	X
331-911-0602 Report Availability of Civil Defense Resources			X	
331-911-0603 Advise Local Officials on Civil Defense Activities			X	
331-911-0604 Support Local Officials in Civil Defense Activities			X	
331-911-0605 Coordinate Civil Defense Activities With Public Safety Personnel			X	
331-911-0606 Coordinate Explosive Ordnance Disposal Activities With Foreign Nation Civil Defense Agencies			X	
331-911-0651 Monitor Compliance With Labor Agreements				
331-911-0652 Coordinate Requirements With Key Labor Personnel and Organizations for Local Labor Support				
331-911-0701 Report on the Capability of the Local Legal System				
331-911-0751 Report on the Effectiveness of Local Government Agencies	X	X	X	X
331-911-0801 Report on the Damage or Condition of Public Education Facilities				
331-911-0802 Support the Planning and Implementation of Education Programs				
331-911-0803 Screen Personnel and Materials in the Education System to Ensure Compliance With Directives				
331-911-0851 Coordinate the Security of Assets of Financial Institutions Within the Area of Operations				
331-911-0901 Report on the Local Public Health Needs				
331-911-0902 Coordinate Use of Civilian Medical Facilities and Supplies by U.S. Forces				

<b>Individual Task</b>	<b>41-5-0032</b>	<b>41-5-0033</b>	<b>41-5-0034</b>	<b>41-5-0035</b>
331-911-0903 Coordinate Military Assistance for the Disposition of Human and Animal Remains			X	
331-911-0951 Coordinate Public Safety Services in Support of Military Operations			X	
331-911-0952 Report on the Capabilities of Public Safety Resources			X	
331-911-0953 Implement Weapons and Contraband Measures				
331-911-0954 Support Training the Indigenous Police Organizations/Paramilitary Forces in Populace and Resources Control				
331-911-0955 Report on Political Alignments, Crimes, and Demographics of Inmates				
331-911-1002 Report on Welfare Supplies Needed for Emergency Relief	X		X	
331-911-1003 Report on Emergency Supply Needs of the Populace	X		X	
331-911-1051 Report on Civilian Needs for Military Supplies				
331-911-1052 Coordinate Salvage of Captured Supplies That Can Be Used by the Civilian Populace				
331-911-1101 Report on the Current Local Exports and Imports (to Include Type, Quantity, and Market) Within the Area of Operations				
331-911-1102 Support the Local Planning of Economic Goals and Programs Within the Area of Operations				
331-911-1151 Report on Areas of Staple Crops and Surplus and Deficit Foodstuff				
331-911-1201 Report on Private and Public Property and Resources Available for Military Use				
331-911-1251 Report on Private and Public Communications Systems			X	
331-911-1301 Report on Private and Public Transportation Capabilities				

<b>Individual Task</b>	<b>41-5-0032</b>	<b>41-5-0033</b>	<b>41-5-0034</b>	<b>41-5-0035</b>
331-911-1302 Report on Public Transportation Requirements for Civilian and Military Use				
331-911-1351 Report on the Availability of Public Works and Utilities to Support Military Operations				
331-911-1401 Support the Location, Identification, and Determination of and Safeguard of Arts, Monuments, and Archives		<b>X</b>		
331-911-1505 Coordinate Military Support for Decontamination of Cultural Properties		<b>X</b>		
331-911-1506 Monitor the Speeches, Publications, and Demonstrations of External Agencies to Determine Their Acceptance or Rejection by the Local Populace		<b>X</b>		
331-911-1553 Estimate the Number of Dislocated Civilians, Their Points of Origin, and Their Anticipated Direction of Movement	<b>X</b>			
<b>Enlisted, MOS 38A/Skill Level 3</b>				
331-911-0308 Prepare Civil Affairs Annex	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
331-911-0309 Conduct Civil Affairs Situational Briefing	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
331-911-0310 Supervise the Processing of Foreign Nation, Government Organization, and Nongovernment Organization Message Traffic	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
331-911-0406 Advise the Commander on the Legal System's Impact on Civil-Military Operations	<b>X</b>			
331-911-0408 Support the Transition of Government Authority in the Area of Operations				
331-911-0409 Advise the Commander on Significant Economic Factors That Affect Civil-Military Operations				
331-911-0451 Conduct Liaison Between Commanders and Local Leaders	<b>X</b>	<b>X</b>		<b>X</b>
331-911-0607 Integrate Local Civil Defense Agencies Into the Military Warning System			<b>X</b>	



<b>Individual Task</b>	<b>41-5-0032</b>	<b>41-5-0033</b>	<b>41-5-0034</b>	<b>41-5-0035</b>
331-911-0608 Coordinate With Applicable Organizations in the Disposition of Mass Casualties to Include Nuclear, Biological, and Chemical Warfare			<b>X</b>	
331-911-0653 Coordinate to Ensure U.S. Compliance With International Laws and Conventions Regarding Use of Civilian Labor				
331-911-0654 Support Local Government Agencies in Establishing and Administering Labor Programs				
331-911-0702 Support Local Judicial Agencies in Administering the Legal System				
331-911-0904 Coordinate the Utilization of Civilian Public Health and Sanitation Services				
331-911-0905 Coordinate for the Prevention, Control, and Treatment of Diseases				
331-911-0906 Coordinate Acquisition of Medical Support Required by the Civilian Sector From Either U.S. Military or Civilian Sources			<b>X</b>	
331-911-0956 Provide Liaison Between the Military Forces and Public Safety Agencies				
331-911-0957 Supervise Local Police, Firefighting, Rescue Agencies, and Penal Institutions				
331-911-1004 Support the Planning of Disaster Relief Operations	<b>X</b>		<b>X</b>	
331-911-1005 Coordinate the Administration of Public Welfare Services and Supplies	<b>X</b>			
331-911-1053 Coordinate Acquisition of Resources to Meet Military Needs				
331-911-1054 Coordinate Acquisition of Resources, Facilities, and Other Support From Foreign Assets				
331-911-1055 Coordinate the Storage, Security, and Movement of Essential Civilian Supplies				

<b>Individual Task</b>	<b>41-5-0032</b>	<b>41-5-0033</b>	<b>41-5-0034</b>	<b>41-5-0035</b>
331-911-1056 Coordinate the Control of Negotiable Assets and Resources That Are Not Supervised by Other Agencies				
331-911-1103 Report on the Effectiveness of Government Economic and Commercial Agencies				
331-911-1104 Report on the Effectiveness of Government Economic Controls				
331-911-1105 Support the Development of Economic Plans to Prevent Black Market Activities				
331-911-1106 Support the Planning of Price Control and Rationing Programs				
331-911-1107 Supervise the Rationing Program				
331-911-1152 Conduct Agricultural Assessment in the Area of Operations				
331-911-1153 Coordinate the Distribution of Surplus Staple Crops				
331-911-1202 Support the Establishment of Policies and Procedures Concerning Custody and Administration of Private and Public Property				
331-911-1252 Coordinate the Allocation of Civilian Communications Resources for Civilian and Military Use				
331-911-1253 Coordinate Foreign Nations Communications Links				
331-911-1254 Coordinate the Maintenance of Communications Systems				
331-911-1256 Coordinate the Direction of Civil Communication Agencies as Required				
331-911-1303 Coordinate the Military Use of Civilian Transportation Assets				
331-911-1304 Support the Operations of Civilian Transportation Agencies and Functions				
331-911-1353 Coordinate the Military Use of Public Works and Utilities				

<b>Individual Task</b>	<b>41-5-0032</b>	<b>41-5-0033</b>	<b>41-5-0034</b>	<b>41-5-0035</b>
331-911-1355 Coordinate the Construction, the Operation, and the Maintenance of Public Works and Utilities Facilities and Equipment				
331-911-1402 Supervise the Preparation of Map Overlays Showing the Location of Significant Arts, Monuments, and Archives to Include Preclusion Overlays		X		
331-911-1403 Implement Directives for the Protection of Arts, Monuments, and Archives and Other Cultural Properties		X		
331-911-1451 Support the Control and Operation of Civil Information Agencies and Media		X		
331-911-1452 Implement Civil Censorship Policies		X		
331-911-1507 Support the Development of Codes of Behavior for U.S. Forces to Reduce Acts Contrary to Local Customs		X		
331-911-1508 Recommend Restrictions on the Use of Religious Buildings, Shrines, and Consecrated Places		X		
331-911-1509 Advise the Commander on the Relations Among Ethnic, Cultural, Religious, and Social Groups in the Area of Operations		X		
331-911-1554 Implement a Screening and Identification System in Support of Evacuation Operations	X		X	
331-911-1555 Coordinate Linguist Requirements for Marshalling Teams and Security Forces During Evacuation Operations	X			
<b>Enlisted, MOS 38A/Skill Level 4</b>				
331-911-0104 Assist in Advising the Commander in Chief on Civil Affairs Capabilities and Employment Opportunities				
331-911-0311 Provide Input to the Theater Operations Plan/Operations Order Annex	X	X	X	X

<b>Individual Task</b>	<b>41-5-0032</b>	<b>41-5-0033</b>	<b>41-5-0034</b>	<b>41-5-0035</b>
331-911-0412 Coordinate Civil-Military Operations With U.S., Foreign Nation, and International Organizations	X	X	X	X
331-911-0413 Coordinate the Development and Maintenance of an Information Database in Support of Civil-Military Operations	X	X	X	X
331-911-0414 Conduct Civil-Military Operations Mobile Training Team in Support of Security Assistance Operations			X	
331-911-0419 Supervise the Preparation and the Update of a Civil-Military Operations Estimate	X	X	X	X
331-911-0453 Advise the Commander and Local Leaders in the Corrections of any Shortcomings That Are Detected Within the U.S.-Sponsored Government	X	X	X	X
331-911-0609 Evaluate the Civil Defense Emergency Plan			X	
331-911-1305 Coordinate for the Use of Available Transportation for the Evacuation of Civilians From Combat Areas			X	
331-911-1306 Coordinate for the Use of Available Transportation Assets in the Medical Evacuation of Civilian Mass Casualty Situations			X	
331-911-1510 Manage the Cultural Awareness Troop Information Program		X		
331-911-1556 Coordinate With Military Forces for Transportation, Military Police Support, Military Intelligence, Medical Activities, and Logistics Support as Needed	X	X	X	
331-911-1557 Coordinate With Civilian Authorities and International Agencies for Support of Dislocated Civilian Operations	X			
331-911-1558 Supervise the Operation of Temporary Camps for Dislocated Civilians	X			

<b>Individual Task</b>	<b>41-5-0032</b>	<b>41-5-0033</b>	<b>41-5-0034</b>	<b>41-5-0035</b>
331-911-1559 Coordinate the Movement, Resettlement, or Return of Dislocated Civilians to Their Homes in Accordance With U.S. and International Law and Local Policy Objectives	X			
<b>Officer, AOC 38A/Any Skill Level</b>				
01-9108.50-3004 Conduct a Civil Affairs Area Assessment	X	X	X	X
01-9108.50-3006 Implement Military Civic Action Projects			X	
01-9108.50-3010 Assist in Planning Foreign Nation Support	X	X	X	X
01-9108.50-3011 Plan Humanitarian Assistance	X		X	
01-9108.50-3012 Coordinate Support From Private Voluntary and Nongovernment Organizations	X	X	X	X
01-9108.50-3013 Plan Military Support for Civil Defense			X	
01-9108.50-3014 Plan Civil Assistance			X	
01-9108.50-3015 Monitor Support to Civil Administration			X	
01-9108.50-3016 Establish Liaison With Nonmilitary Agencies and Organizations	X	X	X	X
04-9108.01-0001 Prepare a Civil-Military Operations Estimate of the Situation	X	X	X	X
04-9108.02-0105 Prepare Priority Intelligence Requirements	X	X	X	X
04-9108.02-0106 Disseminate Collected Information	X	X	X	X
04-9108.05-0021 Prepare a Civil Affairs Annex to an Operations Plan or Order	X	X	X	X
04-9108.07-0021 Prepare a Periodic Civil Affairs Report	X	X	X	X
04-9108.09-0002 Assist in Planning Civil Affairs Operational Support for an Evacuation Operation	X		X	
04-9108.14-0103 Evaluate the Effectiveness of Civil-Military Operations	X	X	X	X
04-9108.09-0010 Plan Support for Dislocated Civilian Operations	X			

Individual Task	41-5-0032	41-5-0033	41-5-0034	41-5-0035
S1-9108.50-3003 Determine How the Special Operations Imperatives Relate to Civil Affairs Operations	X	X	X	X
S4-9185.01-1025 Identify the Basic Requirements for the Treatment of Property and Cultural Facilities				

**Figure 2-3. Individual Task-to-Collective Task**



**CHAPTER 3**

**Mission Outlines/Training Plans**

**3-1. General.** The mission outline illustrates the relationship between the missions and their supporting tasks. Each outline gives the leader/trainer a diagram of the unit mission and its collective tasks.

**3-2. Mission Outlines.** Because unit training is mission oriented, mission outlines show how task training contributes to the unit's ability to perform its missions. The mission outline, Figure 3-1, gives the commander a visual outline of his unit's missions in a format that facilitates the planning and management of training.

<b>Civil Affairs Specialty Teams Mission Outline Provide CMO Support</b>			
<b>Serve as Principal Advisor on Government Functions</b> 41-5-E0004	<b>Serve as Principal Advisor on Economic and Commerce Functions</b> 41-5-E0005	<b>Serve as Principal Advisor on Public Facilities Functions</b> 41-5-E0006	<b>Serve as Principal Advisor on Special Functions</b> 41-5-E0007
Provide Legal Support 41-5-0026	Provide Civilian Supply Support 41-5-0020	Provide Public Communications Support 41-5-0023	Provide Civil Information Support 41-5-0031
Provide Public Administration Support 41-5-0027	Provide Food and Agriculture Support 41-5-0021	Provide Public Transportation Support 41-5-0024	Provide Dislocated Civilian Support 41-5-0032
Provide Public Education Support 41-5-0028	Provide Economic Development Support 41-5-0022	Provide Public Works and Utilities Support 41-5-0025	Provide Cultural Relations Support 41-5-0033
Provide Public Health Support 41-5-0029			Provide Emergency Services Support 41-5-0034
Provide Public Safety Support 41-5-0030			Provide Environmental Management Support 41-5-0035

**Figure 3-1. Example Mission Outline**





## CHAPTER 4

### Training Exercises

**4-1. General.** This chapter provides guidance to the commander and team leader on how to plan and conduct training exercises that effectively develop, sustain, and evaluate the unit's ability to perform its collective tasks. This MTP focuses upon one primary type of exercise—the STX as listed below (Table 4-1). Other types of exercises that could be used include CPXs, FTXs, and simulations.

**NOTE:** *Given the nature of CA units, there is an overlapping of specialty team tasks. The specialty teams found at the CA battalion are more specialized than the teams found at the CA command and CA brigade levels. Those more focused teams should use the STX found in Table 4-1 that most closely relates to their specialty team.*

**Table 4-1. Situational Training Exercises**

Exercise Number	Title	Page
STX 41-5-E0004	Serve as Principal Advisor on Government Functions	4-5
STX 41-5-E0005	Serve as Principal Advisor on Economic and Commerce Functions	4-9
STX 41-5-E0006	Serve as Principal Advisor on Public Facilities Functions	4-13
STX 41-5-E0007	Serve as Principal Advisor on Special Functions	4-17

**4-2. Situational Training Exercises.** STXs are short, scenario-driven, mission-oriented tactical exercises that train a collective task or a group of closely related tasks, through practice. The STXs included in this MTP give the CA specialty team leader information and examples on training his team's collective tasks, to include supporting leader and individual tasks.

a. STXs support the following important areas:

- (1) Repetitive training on smaller component tasks of a mission.
- (2) Focused training upon identified weaknesses.
- (3) Practicing parts of a larger mission before conducting the entire mission.

b. STXs provide standardized exercise objectives, structure, and suggestions for execution. They do not contain detailed scenarios. The unit must develop those scenarios that fit and are relevant to their area of operation (AO). Review FM 25-101 for specific guidance on planning and conducting training exercises.

**4-3. Civil Affairs Specialty Team STX Primers.** The CA soldier assists in the decision-making process by acquiring, analyzing, coordinating, and presenting information to the supported commander and staff. The CA specialty team provides the following capabilities:

- a. Provide technical expertise in regard to the functional specialists found within that team.
- b. Conduct CA activities.

- c. Provide CMO staff augmentation and CA planning/assessment support to maneuver commanders.
- d. Ensure the establishment and maintenance of direct data/voice communications with conventional and interagency elements with both classified and unclassified connectivity.
- e. Provide regional and cultural expertise to supported commander.
- f. Plan and support CMO conducted by military forces.
- g. Identify and facilitate foreign nation (FN) support.
- h. Conduct liaison with civilian authorities and other nonmilitary organizations.
- i. Ensure a cooperative civil-military effort with local IOs and NGOs to promote the long-term sustainment of an independent and self-supporting local government.
- j. Conduct area studies and area assessments.

**4-4. STX Plan.** An STX plan contains six basic elements.

- a. The objective of the STX.
- b. Interface with other STXs.
- c. Training support elements.
  - (1) Training tips.
  - (2) Training considerations and requirements.
  - (3) Training enhancers.
- d. General situation.
- e. Support requirements.
- f. Suggested T&EO sequence.

**4-5. STX Development Suggestions.**

a. To initiate an STX, a simulated order (operation, task, or warning) directs the CA specialty team to prepare for an operation in a given AO. The CA specialty team should go into isolation and plan the mission. At a time directed by the commander, the team conducts a briefback with the commander seeking his approval of the plan. The team produces all required documentation, such as a CA annex and supporting appendixes with directed changes to execute the mission.

b. The use of a simulation cell (SIM Cell) plays an important part in the preparation, development, support, and play of an STX. The SIM Cell develops realistic and relevant scenarios, drawn from experienced leaders. The objectives developed by the SIM Cell must include a mission analysis of the tasks to be trained. This analysis will establish the background, facts, and assumptions to set up the course of action (COA) that will best train the soldiers and the CA specialty team. The completed mission analysis will foster the development of simulated OPLANs with appropriate annexes and map overlays (two echelons higher). Other supporting references and documentation that should be available for added realism include journals, logs, maps, and charts. Supporting references and documents may include rules of engagement (ROE), status of forces agreements (SOFAs), treaties, international law, national policies, and biographies for role players.

c. The SIM Cell can enhance the realism of the scenario and STX play through the use of role players. These role players represent the many people with whom a CA specialty team is most likely to interact during an operation or situation. The role players need to have specific biographical sketches, boundaries, agendas, and scripts. Impromptu character creations and ad-libbed scenarios (free play) should be weighed carefully so as not to dilute the desired training effects. Some suggested role players include—

(1) Military personnel role players from U.S. Army or other Service, higher HQ, and/or FN military personnel.

(2) Government personnel role players from U.S. and FN, local to national level.

(3) Indigenous civilian role players from all walks and stations of life.

(4) Aid workers representing NGOs and IOs.

(5) News media representatives from various media.

d. Resources, to include realistic team facilities, should be isolated from other unit activities. Arrange for the use of realistic communications and computers, including Internet access and support. Role players need to have the functional specialty expertise to add realism to the CA specialty team's training. For added realism, adults and children of all ages with regional linguistic and cultural skills should be considered to represent society. Role players should also have realistic and appropriate attire and stage property (props) to reinforce their character or situation. The use of children and animals can be appropriate.

**4-6. Safety.** Realistic training can create hazardous conditions. Leaders, trainers and evaluators take steps to make training as safe, accident, and injury free as possible. Leaders begin training events with a safety briefing that identifies specific safety measures and policies that will be in effect throughout the training exercise. All personnel attend the safety briefing.

**4-7. Evaluation.** The evaluation process is continuous. Therefore, the commanders and leaders must plan evaluations for all training events and consider them as a way of life in the unit. Training evaluation is integral to training management. Leaders at every level conduct evaluations.

a. Training evaluation measures the demonstrated ability of soldiers, leaders, and units to perform a task against the established standard. It is a snapshot, at a given time, on whether or not the task was conducted to standard under prescribed conditions.

b. Leaders evaluate each training event during training execution. Planning for training must include resources (such as leader time, prerequisite training, evaluators, training-facility site and equipment) to facilitate evaluation. These resources can have a strong positive or negative effect on the command climate in the unit.

c. Leaders use evaluation to—

AAR. (1) Provide feedback on training proficiency to those participating in the training event using the

(2) Assess METL task proficiency.

(3) Shape future training plans.

(4) Enhance leader development.

d. Types of evaluations:

(1) Informal evaluation.

- (a) Most commonly used at the CA battalion level and below.
- (b) Conducted by all leaders in the chain of command.
- (c) Performed continually.
- (d) Used to provide immediate feedback on training proficiency.

(2) Formal evaluation.

- (a) Most commonly scheduled on long- and short-range calendars.
- (b) Include combat training center rotations, ARTEP evaluations, special operations forces certifications.
- (c) Sometimes unannounced, such as an emergency deployment readiness exercise.
- (d) Resourced with dedicated observer controller/evaluators (OC/Es).

(3) Internal evaluations are planned, resourced, and conducted by the unit undergoing the evaluation.

(4) External evaluations are planned and resourced normally by the HQ two levels above the unit being evaluated. For example, a CA brigade evaluates a CA company and a CA battalion evaluates a CA specialty team.

(5) The evaluations can be combined to meet the particular needs of the units and soldiers being evaluated.

e. Evaluators must be tactically and technically proficient. They cannot evaluate all actions that occur during an exercise by following the T&EO checklist alone. Evaluators must use professional judgment to interpret and apply T&EO standards to a given situation while considering the factors in the decision-making process and METT-TC. Evaluators and observer controllers (OCs) should be vetted for the exercise.

#### 4-8. Sample CA Specialty Team STXs.

**Civil Affairs Specialty Team  
STX  
41-5-E0004  
Serve as Principal Advisor on Government Functions**

**1. Objective.** The objective of this STX is to train the CA government team in a realistic, mission-oriented environment using the tasks required to accomplish the mission *Serve as Principal Advisor on Government Functions*. This STX provides practice in the preparation, staff coordination, and organization involved during CMO mission planning and execution. The CA government team must develop proficiency in the supporting tasks integrated in this STX.

**2. Interface.** This STX interfaces with the following STXs:

- a. STX 41-5-E0005, *Serve as Principal Advisor on Economic and Commerce Functions*.
- b. STX 41-5-E0006, *Serve as Principal Advisor on Public Facilities Functions*.
- c. STX 41-5-E0007, *Serve as Principal Advisor on Special Functions*.

**3. Training.**

a. Training tips.

(1) Review FM 41-10, FM 100-25, FM 3-05.401, FM 25-101, FM 101-5, ARTEP 41-701-60-MTP, and unit SOPs. All applicable Center for Army Lessons Learned (CALL) articles should also be reviewed.

(2) Based on mission requirements, study CMF 38 soldier's (soldier and officer) manuals for MOS-unique individual task requirements.

(3) Review notional materials for completeness and request additional information or guidance. The notional materials must support the desired STX scenario in detail. This material should also reflect, as closely as possible, those conditions that exist in the CA government team's AO without violating operations security (OPSEC).

(4) Make sure personnel receive training on staff organization, procedures, functions, and section responsibilities before executing this STX.

(5) Identify individuals who require language training or refresher training and conduct this training before executing this STX.

(6) Conduct training on basic instructional techniques before executing this STX.

(7) In a classroom or a team room, provide instructions or demonstrations on the use of interpreters.

(8) Make sure all team members are proficient in the supporting individual tasks.

(9) Provide role players to depict a notional unit and appropriate civilian agencies (GOs and NGOs).

(10) Make sure support personnel (military and civilian) acting as role players receive instructions on the organization, level of training, cultural norms, and tactics of the forces/personnel they are portraying.

(11) Provide mission guidance that includes, as a minimum, operation orders (OPORDs) and OPLANs from the notional supported unit and higher units, DOS and other national policy guidance, applicable SOFAs, ROE, and overlays depicting military and civilian agency locations.

(12) For Reserve Component (RC) CA units, a 96-hour suspense is ideal for this STX. The RC unit's STX could be initiated at the beginning of its multiple unit training assembly (MUTA) and conduct its briefback the following MUTA (for example, begin the Saturday morning of one month's MUTA and conduct the briefback Sunday afternoon of the next month's MUTA).

(13) Review AAR techniques per FM 25-101.

b. Training considerations and requirements.

(1) The STX may be conducted—

(a) As a follow-up to a practice alert.

(b) In the company area, a suitable classroom, or a training area that will allow the training to be in an environment that simulates the actual conditions of the host nation (HN) or FN AO.

(c) With the company HQ acting as the command and control (C2) element.

(2) During training, the leader must enforce those standards listed in Chapter 5 of this MTP. The CA company must maintain those standards as the conditions become more realistic.

(3) Training safety must be considered at all times using appropriate risk assessment models and all applicable unit SOPs.

c. Training enhancers.

(1) Use previous AARs and lessons learned to avoid repeating training oversights.

(2) Write the following supporting tasks as distinct and separate T&EOs sequential in their execution: Provide Legal Support (41-5-0026), Provide Public Administration Support (41-5-0027), Provide Public Education Support (41-5-0028), Provide Public Health Support (41-5-0029), and Provide Public Safety Support (41-5-0030). In actual practice, their execution overlaps, culminating with *Serve as Principal Advisor on Government Functions*. These tasks should be practiced individually prior to the STX. Individual practice will allow problems with staff functions to be identified and corrected in an environment free from the time constraints associated with isolation and mission planning. Prior to moving to the next task, the CA government team should execute each task to completion, conduct an AAR, and correct any problem areas.

(3) Base the training materials developed for this STX on recurring, generic training. The CA government team may maintain the programs of instruction (POIs), lesson plans, training schedules, and training aids, or they may be sent to the battalion operations staff officer (S-3) for use as reference files for future training missions.

(4) Consider training survivability tasks and OPSEC in the development of OPLANs, based on actual situations existing in the unit's AOR.

#### 4. General Situation.

a. The CA government team has been alerted, has been isolated (if possible), and has received a tasking order (TASKORD) or OPORD requiring the CA government team to *Serve as Principal Advisor on Government Functions*. The team has been given a suspense to prepare for a contingency operation and provide a briefback to the CA commander and staff. Scenarios should encompass the five tasks within this STX to practice their execution. As each of the five tasks is completed, the process builds up to the final objective of this STX, *Serve as Principal Advisor on Government Functions*. Elements of the company HQ act as the C2 element and support the CA government team by providing notional information as the STX evolves. Actual representatives from various civilian agencies (for example, indigenous leaders, GOs, IOs, and NGOs) may also provide input if available. OPSEC and nuclear, biological, and chemical (NBC) posture are IAW METT-TC in the AOR.

b. During the STX and based on time constraints and current level of proficiency, the CA government team must complete one of, or a combination of, the following:

(1) Perform task steps and performance measures according to ARTEP standard.

(2) Conduct liaison functions with elements of the supported unit's staff, subordinate unit commanders, other participating GOs, and NGOs operating in the AO.

(3) Write a mission plan from the contingency operation based on recommendations by the commander and staff.

c. The CA government team should task-organize and establish relationships according to the scenario's specific needs.

d. The estimated time needed to concurrently conduct tasks in a CA government team STX follows:

<b>Event</b>	<b>Mission or Task</b>	<b>Per CA Specialty Team</b>
1	Provide Legal Support	10 Hours
2	Provide Public Administration Support	10 Hours
3	Provide Public Education Support	10 Hours
4	Provide Public Health Support	10 Hours
5	Provide Public Safety Support	10 Hours
6	Conduct AAR	2 Hours
<b>Total:</b>		<b>12 Hours</b>

***NOTE: Events will be trained to standards, not to time limitations. The time required to train and conduct events will vary based on METT-TC factors, training proficiency, and training scenarios. This estimate is based on a 24-hour training day.***

#### 5. Support Requirements.

a. Minimum trainers and evaluators. The CA unit commander conducts this exercise. Two evaluators per CA government team are recommended, preferably one commissioned officer and one noncommissioned officer (NCO) (E-7 or above). If sufficient personnel are not available to simulate functions of supported unit staff elements and civilian agencies (for example, GOs, IOs, and NGOs) the evaluators may also perform these



duties. It is not necessary to isolate the evaluators with the CA government team; however, they are required to be present during all evaluated events.

b. Training area. An enclosed area about the size of a general-purpose (GP) medium tent should be provided for the CA government team. The area should be well lit, have good ventilation, and be dry (or allow sufficient drainage using pallets, corrugated log surface, ditching, or a combination of these). Power supply must be available to support automated data processing equipment (ADPE). Minimum communications requirements include a radio, appropriate signal operating instructions (SOI)/communications security (COMSEC), telephone, and Internet access. In addition, provide one chair per person and one table per two persons. If the CA government team is to be in isolation for this operation, the appropriate number of cots should be made available, as well as personal hygiene and latrine facilities. A facility or work area for the civilian agencies should also be provided, with much of the same ADPE and communication access.

c. Consolidated support requirements.

(1) Field or class-A rations must be supplied at the rate of three per man per day for all exercise participants. This amount may be reduced in partial isolation depending on the length of the training day.

(2) An established dining facility should provide an isolated eating area, or rations may be delivered to the isolated CA government team.

(3) Blackboards, easels, lecture pads, and other expendable administrative supplies are needed.

(4) Maps (large- and small-scale) that provide coverage of the AO are required.

(5) Notional orders, briefings, enemy order of battle, priority intelligence requirements (PIR), information requirements (IRs), message traffic, and other AO information should be developed before the exercise starts.

***NOTE: A combination of actual and notional AO information may be used to enhance realism and to increase the CA government team's orientation to its target area.***

(6) Vehicle requirements will be based on the number and types of CA specialty teams, the physical dimensions of the entire training area, and the proximity of necessary support facilities (team rooms, mess facilities) to the isolated training areas.

## **6. Suggested T&EO Sequence.**

a. CA government team. Conduct the tasks concurrently throughout the STX.

b. CA government team. Plan and prepare for the mission using the following sequence:

<b>Sequence</b>	<b>Task Title</b>	<b>Number</b>
1	Provide Legal Support	41-5-0026
2	Provide Public Administration Support	41-5-0027
3	Provide Public Education Support	41-5-0028
4	Provide Public Health Support	41-5-0029
5	Provide Public Safety Support	41-5-0030

**Civil Affairs Specialty Team**  
**STX**  
**41-5-E0005**  
**Serve as Principal Advisor on Economic and Commerce Functions**

**1. Objective.** The objective of this STX is to train the CA economics and commerce team in a realistic, mission-oriented environment using tasks required to accomplish the mission *Serve as Principal Advisor on Economics and Commerce Functions*. This STX provides practice in the preparation, staff coordination, and organization involved during CMO mission planning and execution with a supported unit. The CA economics and commerce team must develop proficiency in the supporting tasks integrated in this STX.

**2. Interface.** This STX interfaces with the following STXs:

- a. STX 41-5-E0004, *Serve as Principal Advisor on Government Functions*.
- b. STX 41-5-E0006, *Serve as Principal Advisor on Public Facilities Functions*.
- c. STX 41-5-E0007, *Serve as Principal Advisor on Special Functions*.

**3. Training.**

a. Training tips.

(1) Review FM 41-10, FM 100-25, FM 3-05.401, FM 25-101, FM 101-5, ARTEP 41-701-60-MTP, and unit SOPs. All applicable CALL articles should also be reviewed.

(2) Based on mission requirements, study CMF 38 soldier's (soldier and officer) manuals for MOS-unique individual task requirements.

(3) Review notional materials for completeness and request additional information or guidance. The notional materials must support the desired STX scenario in detail. This material should also reflect as closely as possible those conditions that exist in the CA economics and commerce team's AO without violating OPSEC.

(4) Make sure personnel receive training on staff organization, procedures, functions, and section responsibilities before executing this STX.

(5) Identify individuals who require language training or refresher training and conduct this training before executing this STX.

(6) Conduct training on basic instructional techniques before executing this STX.

(7) In a classroom or a team room, provide instructions or demonstrations on the use of interpreters.

(8) Make sure all team members are proficient in the supporting individual tasks.

(9) Provide role players to depict a notional unit and appropriate civilian agencies (GOs and NGOs).

(10) Make sure support personnel (military and civilian) acting as role players receive instructions on the organization, level of training, cultural norms, and tactics of the forces/personnel they are portraying.

(11) Provide mission guidance that includes as a minimum OPORDs and OPLANs from the notional supported unit and higher units, DOS and other national policy guidance, applicable SOFAs, ROE, and overlays depicting military and civilian agency locations.

(12) For RC CA units, a 60-hour suspense is ideal for this STX. The RC unit's STX could be initiated at the beginning of its MUTA and conduct its briefback the following MUTA (for example, begin the Saturday morning of one month's MUTA and conduct the briefback Sunday afternoon of the next month's MUTA).

(13) Review AAR techniques per FM 25-101.

b. Training considerations and requirements.

(1) The STX may be conducted—

(a) As a follow-up to a practice alert.

(b) In the company area, a suitable classroom, or a training area that will allow the training to be in an environment that simulates the actual conditions of the HN or FN AO.

(c) With the company HQ acting as the C2 element.

(2) During training, the leader must enforce those standards listed in Chapter 5 of this MTP. The CA company must maintain those standards as the conditions become more realistic.

(3) Training safety must be considered at all times using appropriate risk assessment models and all applicable unit SOPs.

c. Training enhancers.

(1) Use previous AARs and lessons learned to avoid repeating training oversights.

(2) Write the following supporting tasks as distinct and separate T&EOs sequential in their execution: Provide Economic Development Support (41-5-0022), Provide Food and Agriculture Support (41-5-0021), and Provide Civilian Supply Support (41-5-0020). In actual practice, their execution overlaps, culminating with *Serve as Principal Advisor on Economics and Commerce Functions*. These tasks should be practiced individually prior to the STX. Individual practice will allow problems with staff functions and coordination to be identified and corrected in an environment free from the time constraints associated with isolation and mission planning. Prior to moving to the next task, the CA economics and commerce team should execute each task to completion, conduct an AAR, and correct any problem areas.

(3) Base the training materials developed for this STX on recurring, generic training. The CA economics and commerce team may maintain the POIs, lesson plans, training schedules, and training aids, or they may be sent to the battalion S-3 for use as reference files for future training missions.

(4) Consider training in survivability tasks and OPSEC in the development of OPLANs, based on the actual situation existing in the unit's AOR.

**4. General Situation.**

a. The CA economics and commerce team has been alerted, has been isolated (if possible), and has received a TASKORD or OPORD requiring the CA economics and commerce team to *Serve as Principal Advisor on Economics and Commerce Functions*. The team has been given a suspense to prepare for a contingency operation and provide a briefback to the CA commander and staff. Scenarios should encompass the three tasks within this STX to practice their execution. As each of the three tasks is completed, the process builds up to the final objective of this STX to *Serve as Principal Advisor on Economics and Commerce Functions*. Elements of

the company HQ act as the C2 element and support the CA economics and commerce team by providing notional information as the STX evolves. Actual representatives from various civilian agencies (for example, indigenous leaders, GOs, IOs, and NGOs) may also provide input if available. OPSEC and NBC posture are IAW METT-TC in the AOR.

b. During the STX and based on time constraints and level of proficiency, the CA economics and commerce team must complete one of, or a combination of, the following:

(1) Perform task steps and performance measures according to ARTEP standard.

(2) Conduct liaison functions with elements of the supported unit's staff, subordinate unit commanders, other participating GOs, and NGOs operating in the AO.

(3) Write a mission plan from the contingency operation based on recommendations by the commander and staff.

c. The CA economics and commerce team should task-organize and establish relationships according to the scenario's specific requirements.

d. The estimated time needed to concurrently conduct tasks in this CA specialty team STX follows:

<b>Event</b>	<b>Mission or Task</b>	<b>Per CA Specialty Team</b>
1	Provide Civilian Supply Support	10 Hours
2	Provide Food and Agriculture Support	10 Hours
3	Provide Economic Development Support	10 Hours
4	Conduct AAR	2 Hours
		<b>Total: 12 Hours</b>

***NOTE: Events will be trained to standards, not to time limitations. The time required to train and conduct events will vary based on METT-TC factors, training proficiency, and training scenarios. This estimate is based on a 24-hour training day.***

## **5. Support Requirements.**

a. Minimum trainers and evaluators. The CA unit commander conducts this exercise. Two evaluators per CA economics and commerce team are recommended, preferably one commissioned officer and one NCO (E-7 or above). If sufficient personnel are not available to simulate functions of supported unit staff elements and civilian agencies (for example, GOs, IOs, and NGOs) the evaluators may also perform these duties. The evaluators need not be isolated with the CA economics and commerce team; however, they are required to be present during all evaluated events.

b. Training area. An enclosed area about the size of a GP medium tent should be provided for the CA economics and commerce team. The area should be well lit, have good ventilation, and be dry (or allow sufficient drainage using pallets, corrugated log surface, ditching, or a combination of these). Power supply must be available to support ADPE. Minimum communication requirements include a radio, appropriate SOI and COMSEC, telephone, and Internet access. In addition, provide one chair per person and one table per two persons. If the CA economics and commerce team is to be in isolation for this operation, the appropriate number of cots should be made available, as well as personal hygiene and latrine facilities. A facility or work area for the civilian agencies should also be provided, with much of the same ADPE and communication access.

c. Consolidated support requirements.

(1) Field or class-A rations must be supplied at the rate of three per man per day for all exercise participants. This amount may be reduced in partial isolation depending on the length of the training day.

(2) An established dining facility should provide an isolated eating area, or rations may be delivered to the isolated CA economics and commerce team.

(3) Blackboards, easels, lecture pads, and other expendable administrative supplies are needed.

(4) Maps (large- and small-scale) that provide coverage of the AO are required.

(5) Notional orders, briefings, enemy order of battle, PIR, IRs, message traffic, and other AO information should be developed before the exercise starts.

***NOTE: A combination of actual and notional AO information may be used to enhance realism and to increase the CA economics and commerce team's orientation to its target area.***

(6) Vehicle requirements will be based on the number and types of CA economics and commerce teams, the physical dimensions of the entire training area, and the proximity of necessary support facilities (team rooms, mess facilities) to the isolated training areas.

**6. Suggested T&EO Sequence.**

a. CA economics and commerce team. Conduct the tasks concurrently throughout the STX.

b. CA economics and commerce team. Plan and prepare for the mission using the following sequence:

<b>Sequence</b>	<b>Task Title</b>	<b>Number</b>
1	Provide Civilian Supply Support	41-5-0020
2	Provide Food and Agriculture Support	41-5-0021
3	Provide Economic Development Support	41-5-0022

**Civil Affairs Specialty Team**  
**STX**  
**41-5-E0006**  
**Serve as Principal Advisor on Public Facilities Functions**

**1. Objective.** The objective of this STX is to train the CA public facilities team in a realistic, mission-oriented environment using the tasks required to accomplish the mission *Serve as Principal Advisor on Public Facilities Functions*. This STX provides practice in the preparation, staff coordination, and organization involved during CMO mission planning and execution. The CA public facilities team must develop proficiency in the supporting tasks integrated in this STX.

**2. Interface.** This STX interfaces with the following STXs:

- a. STX 41-5-E0004, *Serve as Principal Advisor on Government Functions*.
- b. STX 41-5-E0005, *Serve as Principal Advisor on Economic and Commerce Functions*.
- c. STX 41-5-E0007, *Serve as Principal Advisor on Special Functions*.

**3. Training.**

a. Training tips.

(1) Review FM 41-10, FM 100-25, FM 3-05.401, FM 25-101, FM 101-5, ARTEP 41-701-60-MTP, and unit SOPs. All applicable CALL articles should be reviewed.

(2) Based on mission requirements, study CMF 38 soldier's (soldier and officer) manuals for MOS-unique individual task requirements.

(3) Review notional materials for completeness and request additional information or guidance. The notional materials must support the desired STX scenario in detail. This material should also reflect as closely as possible those conditions that exist in the CA public facilities team's AO without violating OPSEC.

(4) Make sure personnel receive training on staff organization, procedures, functions, and section responsibilities before executing this STX.

(5) Identify individuals who require language training or refresher training and conduct this training before executing this STX.

(6) Conduct training on basic instructional techniques before executing this STX.

(7) In a classroom or a team room, provide instructions or demonstrations on the use of interpreters.

(8) Make sure all team members are proficient in the supporting individual tasks.

(9) Provide role players to depict a notional unit and appropriate civilian agencies (GOs and NGOs).

(10) Make sure support personnel (military and civilian) acting as role players receive instructions on the organization, level of training, cultural norms, and tactics of the forces/personnel they are portraying.

(11) Provide mission guidance that includes as a minimum OPORDs and OPLANs from the notional supported unit and higher units, DOS and other national policy guidance, applicable SOFAs, ROE, and overlays depicting military and civilian agency locations.

(12) For RC CA units, a 60-hour suspense is ideal for this STX. The RC unit's STX could be initiated at the beginning of its multiple unit training assembly (MUTA) and conduct its briefback the following MUTA (for example, begin the Saturday morning of one month's MUTA and conduct the briefback Sunday afternoon of the next month's MUTA).

(13) Review AAR techniques per FM 25-101.

b. Training considerations and requirements.

(1) The STX may be conducted—

(a) As a follow-up to a practice alert.

(b) In the company area, a suitable classroom, or a training area that will allow the training to be in an environment that simulates the actual conditions of the HN or FN AO.

(c) With the company HQ acting as the C2 element.

(2) During training, the leader must enforce those standards listed in Chapter 5 of this MTP. The CA company must maintain those standards as the conditions become more realistic.

(3) Training safety must be considered at all times using appropriate risk assessment models and all applicable unit SOPs.

c. Training enhancers.

(1) Use previous AARs and lessons learned to avoid repeating training oversights.

(2) Write the following supporting tasks as distinct and separate T&EOs sequential in their execution: Provide Public Communications Support (41-5-0023), Provide Public Transportation Support (41-5-0024), and Provide Public Works and Utilities Support (41-5-0025). In actual practice, their execution overlaps, culminating with *Serve as Principal Advisor on Public Facilities Functions*. These tasks should be practiced individually prior to the STX. Individual practice will allow problems with staff functions to be identified and corrected in an environment free from the time constraints associated with isolation and mission planning. Prior to moving to the next task, the CA public facilities team should execute each task to completion, conduct an AAR, and correct any problem areas.

(3) Base the training materials developed for this STX on recurring, generic training. The CA public facilities team may maintain the POIs, lesson plans, training schedules, and training aids, or they may be sent to the battalion S-3 for use as reference files for future training missions.

(4) Consider training in survivability tasks and OPSEC in the development of OPLANs, based on the actual situation existing in the unit's AOR.

**4. General Situation.**

a. The CA public facilities team has been alerted, has been isolated (if possible), and has received a TASKORD or OPORD requiring the CA public facilities team to *Serve as Principal Advisor on Public Facilities Functions*. The team has been given a suspense to prepare for a contingency operation and provide a briefback to the CA commander and staff. Scenarios should encompass the three tasks within this STX to practice their execution. As each of the three tasks is completed, the process builds up to the final objective of to *Serve as Principal Advisor on Public Facilities Functions*. Elements of the company HQ act as the C2 element and support

the CA public facilities team by providing notional information as the STX evolves. Actual representatives from various civilian agencies (for example, indigenous leaders, GOs, IOs, and NGOs) may also provide input if available. OPSEC and NBC posture are IAW METT-TC in the AOR.

b. During the STX and based on time constraints and level of proficiency, the CA public facilities team must complete one of, or a combination of, the following:

(1) Perform task steps and performance measures according to ARTEP standard.

(2) Conduct liaison functions with elements of the supported unit's staff, subordinate unit commanders, other participating GOs, and NGOs operating in the AO.

(3) Write a mission plan from the contingency operation based on recommendations by the commander and staff.

c. The CA public facilities team should task-organize and establish relationships according to the scenario's specific needs.

d. The estimated time needed to concurrently conduct tasks in a CA public facilities team STX follows:

Event	Mission or Task	Per CA Specialty Team
1	Provide Public Communications Support	10 Hours
2	Provide Public Transportation Support	10 Hours
3	Provide Public Works and Utilities Support	10 Hours
4	Conduct AAR	2 Hours
<b>Total:</b>		<b>12 Hours</b>

***NOTE: Events will be trained to standards, not to time limitations. The time required to train and conduct events will vary based on METT-TC factors, training proficiency, and training scenarios. This estimate is based on a 24-hour training day.***

## 5. Support Requirements.

a. Minimum trainers and evaluators. The CA unit commander conducts this exercise. Two evaluators per CA public facilities team are recommended, preferably one commissioned officer and one NCO (E-7 or above). If sufficient personnel are not available to simulate functions of supported unit staff elements and civilian agencies (for example, GOs, IOs, and NGOs) the evaluators may also perform these duties. The evaluators need not be isolated with the CA public facilities team; however, they are required to be present during all evaluated events.

b. Training area. An enclosed area about the size of a GP medium tent should be provided for the CA public facilities team. The area should be well lit, have good ventilation, and be dry (or allow sufficient drainage using pallets, corrugated log surface, ditching, or a combination of these). Power supply must be available to support ADPE. Minimum communications requirements include a radio, appropriate SOI/COMSEC, telephone, and Internet access. In addition, provide one chair per person and one table per two persons. If the CA public facilities team is to be in isolation for this operation, the appropriate number of cots should be made available, as well as personal hygiene and latrine facilities. A facility or work area for the civilian agencies should also be provided, with much of the same ADPE and communication access.



c. Consolidated support requirements.

(1) Field or class-A rations must be supplied at the rate of three per man per day for all exercise participants. This amount may be reduced in partial isolation depending on the length of the training day.

(2) An established dining facility should provide an isolated eating area, or rations may be delivered to the isolated CA public facilities team.

(3) Blackboards, easels, lecture pads, and other expendable administrative supplies are needed.

(4) Maps (large- and-small scale) that provide coverage of the AO are required.

(5) Notional orders, briefings, enemy order of battle, PIR, IRs, message traffic, and other AO information should be developed before the exercise starts.

***NOTE: A combination of actual and notional AO information may be used to enhance realism and to increase the CA public facilities team's orientation to its target area.***

(6) Vehicle requirements will be based on the number and types of CA public facilities teams, the physical dimensions of the entire training area, and the proximity of necessary support facilities (team rooms, mess facilities) to the isolated training areas.

**6. Suggested T&EO Sequence.**

a. CA public facilities team. Conduct the tasks concurrently throughout the STX.

b. CA public facilities team. Plan and prepare for the mission using the following sequence:

<b>Sequence</b>	<b>Task Title</b>	<b>Number</b>
1	Provide Public Communications Support	41-5-0023
2	Provide Public Transportation Support	41-5-0024
3	Provide Public Works and Utilities Support	41-5-0025

**Civil Affairs Specialty Team**  
**STX**  
**41-5-E0007**  
**Serve as Principal Advisor on Special Functions**

**1. Objective.** The objective of this STX is to train the CA special functions team in a realistic, mission-oriented environment using the tasks required to accomplish the mission *Serve as Principal Advisor on Special Functions*. This STX provides practice in the preparation, staff coordination, and organization involved during CMO mission planning and execution. The CA special functions team must develop proficiency in the supporting tasks integrated in this STX.

**2. Interface.** This STX interfaces with the following STXs:

- a. STX 41-5-E0004, *Serve as Principal Advisor on Government Functions*.
- b. STX 41-5-E0005, *Serve as Principal Advisor on Economic and Commerce Functions*.
- c. STX 41-5-E0006, *Serve as Principal Advisor on Public Facilities Functions*.

**3. Training.**

a. Training tips.

(1) Review FM 41-10, FM 100-25, FM 3-05.401, FM 25-101, FM 101-5, ARTEP 41-701-60-MTP, and unit SOPs. All applicable CALL articles should be reviewed.

(2) Based on mission requirements, study CMF 38 soldier's (soldier and officer) manuals for MOS-unique individual task requirements.

(3) Review notional materials for completeness and request additional information or guidance. The notional materials must support the desired STX scenario in detail. This material should also reflect as closely as possible those conditions that exist in the CA special functions team's AO without violating OPSEC.

(4) Make sure personnel receive training on staff organization, procedures, functions, and section responsibilities before executing this STX.

(5) Identify individuals who require language training or refresher training and conduct this training before executing this STX.

(6) Conduct training on basic instructional techniques before executing this STX.

(7) In a classroom or a team room, provide instructions or demonstrations on the use of interpreters.

(8) Make sure all team members are proficient in the supporting individual tasks.

(9) Provide role players to depict a notional unit and appropriate civilian agencies (GOs and NGOs).

(10) Make sure support personnel (military and civilian) acting as role players receive instructions on the organization, level of training, cultural norms, and tactics of the forces/personnel they are portraying.

(11) Provide mission guidance that includes as a minimum OPORDs and OPLANs from the notional supported unit and higher units, DOS and other national policy guidance, applicable SOFAs, ROE, and overlays depicting military and civilian agency locations.

(12) For RC CA units, a 96-hour suspense is ideal for this STX. The RC unit's STX could be initiated at the beginning of its MUTA and conduct its briefback the following MUTA (for example, begin the Saturday morning of one month's MUTA and conduct the briefback Sunday afternoon of the next month's MUTA).

(13) Review AAR techniques per FM 25-101.

b. Training considerations and requirements.

(1) The STX may be conducted—

(a) As a follow-up to a practice alert.

(b) In the company area, a suitable classroom, or a training area that will allow the training to be in an environment that simulates the actual conditions of the HN or FN AO.

(c) With the company HQ acting as the C2 element.

(2) During training, the leader must enforce those standards listed in Chapter 5 of this MTP. The CA company must maintain those standards as the conditions become more realistic.

(3) Training safety must be considered at all times using appropriate risk assessment models and all applicable unit SOPs.

c. Training enhancers.

(1) Use previous AARs and lessons learned to avoid repeating training oversights.

(2) Write the following supporting tasks as distinct and separate T&EOs sequential in their execution: Provide Civil Information Support (41-5-0031), Provide Dislocated Civilian Support (41-5-0032), Provide Cultural Relations Support (41-5-0033), Provide Emergency Services Support (41-5-0034), and Provide Environmental Management Support (41-5-0035). In actual practice, their execution overlaps, culminating with *Serve as Principal Advisor on Special Functions*. These tasks should be practiced individually prior to the STX. Individual practice will allow problems with staff functions to be identified and corrected in an environment free from the time constraints associated with isolation and mission planning. Prior to moving to the next task, the CA special functions team should execute each task to completion, conduct an AAR, and correct any problem areas.

(3) Base the training materials developed for this STX on recurring, generic training. The CA special functions team may maintain the POIs, lesson plans, training schedules, and training aids, or they may be sent to the battalion S-3 for use as reference files for future training missions.

(4) Consider training in survivability tasks and OPSEC in the development of OPLANs, based on the actual situation existing in the unit's AOR.

**4. General Situation.**

a. The CA special functions team has been alerted, has been isolated (if possible), and has received a TASKORD or OPORD requiring the CA special functions team to *Serve as Principal Advisor on Special Functions*. The team has been given a suspense to prepare for a contingency operation and provide a briefback to the CA commander and staff. Scenarios should encompass the five tasks within this STX to practice their execution. As each of the five tasks is completed, the process builds up to the final objective of to *Serve as Principal Advisor on Special Functions*. Elements of the company HQ act as the C2 element and support the CA special functions team by providing notional information as the STX evolves. Actual representatives from various civilian agencies (for example, indigenous leaders, GOs, IOs, and NGOs) may also provide input if available. OPSEC and NBC posture are IAW METT-TC in the AOR.

b. During the STX and based on time constraints and level of proficiency, the CA special functions team must provide complete one of, or a combination of, the following:

(1) Perform task steps and performance measures according to ARTEP standard.

(2) Conduct liaison functions with elements of the supported unit's staff, subordinate unit commanders, other participating GOs, and NGOs operating in the AO.

(3) Write a mission plan from the contingency operation based on recommendations by the commander and staff.

c. The CA special functions team should task-organize and establish relationships according to the scenario's specific needs.

d. The estimated time needed to concurrently conduct tasks in a CA special functions team STX follows:

<b>Event</b>	<b>Mission or Task</b>	<b>Per CA Specialty Team</b>
1	Provide Civil Information Support	10 Hours
2	Provide Dislocated Civilian Support	10 Hours
3	Provide Cultural Relations Support	10 Hours
4	Provide Emergency Services Support	10 Hours
5	Provide Environmental Management Support	10 Hours
6	Conduct AAR	2 Hours
<b>Total:</b>		<b>12 Hours</b>

***NOTE: Events will be trained to standards, not to time limitations. The time required to train and conduct events will vary based on METT-TC factors, training proficiency, and training scenarios. This estimate is based on a 24-hour training day.***

## **5. Support Requirements.**

a. Minimum trainers and evaluators. The CA unit commander conducts this exercise. Two evaluators per CA special functions team are recommended, preferably one commissioned officer and one NCO (E-7 or above). If sufficient personnel are not available to simulate functions of supported unit staff elements and civilian agencies (for example, GOs, IOs, and NGOs) the evaluators may also perform these duties. The evaluators need not be isolated with the CA special functions team; however, they are required to be present during all evaluated events.

b. Training area. An enclosed area about the size of a GP medium tent should be provided for the CA special functions team. The area should be well lit, have good ventilation, and be dry (or allow sufficient drainage using pallets, corrugated log surface, ditching, or a combination of these). Power supply must be available to support ADPE. Minimum communications requirements include a radio, appropriate SOI and COMSEC, telephone, and Internet access. In addition, provide one chair per person and one table per two persons. If the CA special functions team is to be in isolation for this operation, the appropriate number of cots should be made available, as well as personal hygiene and latrine facilities. A facility or work area for the civilian agencies should also be provided, with much of the same ADPE and communication access.

c. Consolidated support requirements.

(1) Field or class-A rations must be supplied at the rate of three per man per day for all exercise participants. This amount may be reduced in partial isolation depending on the length of the training day.

(2) An established dining facility should provide an isolated eating area, or rations may be delivered to the isolated CA special functions team.

(3) Blackboards, easels, lecture pads, and other expendable administrative supplies are needed.

(4) Maps (large- and small-scale) that provide coverage of the AO are required.

(5) Notional orders, briefings, enemy order of battle, PIR, IRs, message traffic, and other AO information should be developed before the exercise starts.

***NOTE: A combination of actual and notional AO information may be used to enhance realism and to increase the CA special functions team's orientation to its target area.***

(6) Vehicle requirements will be based on the number and types of CA special functions teams, the physical dimensions of the entire training area, and the proximity of necessary support facilities (team rooms, mess facilities) to the isolated training areas.

**6. Suggested T&EO Sequence.**

a. CA special functions team. Conduct the tasks concurrently throughout the STX.

b. CA special functions team. Plan and prepare for the mission using the following sequence:

<b>Sequence</b>	<b>Task Title</b>	<b>Number</b>
1	Provide Civil Information Support	41-5-0031
2	Provide Dislocated Civilian Support	41-5-0032
3	Provide Cultural Relations Support	41-5-0033
4	Provide Emergency Services Support	41-5-0034
5	Provide Environmental Management Support	41-5-0035

**CHAPTER 5**

**Training and Evaluation Outlines**

**5-1. Introduction.** This chapter contains the T&EOs for the unit. T&EOs are the foundation of the MTP and the collective training of the units. T&EOs are training objectives (task, conditions, and standards) for the collective tasks that support critical wartime operations. The unit must master designated collective tasks to perform its critical wartime missions. T&EOs may be trained separately, in an STX, in an FTX, or in live-fire exercises. For collective live-fire standards, the trainer needs to refer to the applicable gunnery manual for the appropriate course of fire. Gunnery standards and courses of fire need to be integrated into the training exercise.

**5-2. Structure.** The T&EOs in this chapter are listed in Table 5-1. The mission-to-collective task matrix in Chapter 2 list the T&EOs required to train the critical wartime missions according to their specific BOS.

<b>Perform CSS and Sustainment</b>	
Provide Civilian Supply Support (41-5-0020) . . . . .	5-3
Provide Food and Agriculture Support (41-5-0021) . . . . .	5-14
Provide Economic Development Support (41-5-0022) . . . . .	5-26
Provide Public Communications Support (41-5-0023) . . . . .	5-38
Provide Public Transportation Support (41-5-0024) . . . . .	5-47
Provide Public Works and Utilities Support (41-5-0025) . . . . .	5-59
Provide Legal Support (41-5-0026) . . . . .	5-68
Provide Public Administration Support (41-5-0027) . . . . .	5-78
Provide Public Education Support (41-5-0028) . . . . .	5-90
Provide Public Health Support (41-5-0029) . . . . .	5-98
Provide Public Safety Support (41-5-0030) . . . . .	5-110
Provide Civil Information Support (41-5-0031) . . . . .	5-122
Provide Dislocated Civilian Support (41-5-0032) . . . . .	5-131
Provide Cultural Relations Support (41-5-0033) . . . . .	5-146
Provide Emergency Services Support (41-5-0034) . . . . .	5-155
Provide Environmental Management Support (41-5-0035) . . . . .	5-168

**Table 5-1. List of T&EOs**

**5-3. Format.** The T&EOs are prepared for every collective task that supports critical wartime mission accomplishment. Each T&EO contains the following items:

- a. Element. The element identifies the unit or unit element(s) that performs the task.
- b. Task. A task is a description of the action to be performed by the unit and provides the task number.
- c. References. The references are in parentheses following the task number. The reference that contains the most information (primary reference) about the task is listed first and underlined. If there is only one reference, it is not underlined.
- d. Iteration. Iteration identifies how many times the task is performed and evaluated during training. The “M” identifies when the task is performed in mission-oriented protective posture level 4 (MOPP4).

e. Commander/Leader assessment. The assessment is used by the unit leadership to assess the proficiency of the unit in performing the task to standard. Assessments are subjective in nature and use all available evaluation data and leader input to develop an assessment of the organization's overall capability to accomplish the task. Use the following ratings:

(1) T - Trained. The unit is trained and has demonstrated its proficiency in accomplishing the task to wartime standards.

(2) P - Needs practice. The unit needs to practice the task. Performance has demonstrated that the unit does not achieve standard without some difficulty or has failed to perform some task steps to standard.

(3) U - Untrained. The unit cannot demonstrate an ability to achieve wartime proficiency.

f. Conditions. The condition statement of the situation or environment in which the unit is to do the collective task.

g. Task standards.

(1) The task standard states the performance criteria that a unit must achieve to successfully execute the task. This overall standard should be the training focus. Every soldier should understand task standards.

(2) The trainer or evaluator determines the unit's training status using performance observation measurements (where applicable) and his judgment. The unit must be evaluated in the context of the METT-TC conditions. These conditions should be as similar as possible for all evaluated elements. This will establish a common base line for unit performance.

h. Task steps and performance measures. This is a listing of actions that are required to complete the task. These actions are stated in terms of observable performance for evaluating training proficiency. The task steps are arranged sequentially along with supporting individual tasks and their reference. Leader tasks within each T&EO are indicated by an asterisk (\*). Under each task step are listed the performance measures that must be accomplished to correctly perform the task step. If the unit fails to correctly perform one of these task steps to standard, it has failed to achieve the overall task standard.

i. GO/NO-GO column. This column is provided for annotating the unit's performance of the task steps. Evaluate each performance measure for a task step and place an "X" in the appropriate column. A major portion of the performance measures must be marked a "GO" for the task step to be successfully performed.

j. Task performance/evaluation summary block. This block provides the trainer a means of recording the total number of task steps and performance measures evaluated and those evaluated as "GO." It also provides the evaluator a means to rate the units demonstrated performance as a "GO" or "NO-GO." It also provides the leader with a historical record for five training iterations.

k. Supporting individual tasks. This is a listing of all supporting individual tasks required to correctly perform the task. Listed are the reference, task number, and task title.

l. OPFOR standards. These standards specify overall opposing force (OPFOR) performance for each collective task. These standards ensure that OPFOR soldiers accomplish meaningful training and force the training unit to perform its task to standard or "lose" to the OPFOR. The OPFOR standards specify **what** must be accomplished—not **how** it must be accomplished. The OPFOR must always attain its task standards, using tactics consistent with the type of enemy they are portraying.

**5-4. Use.** The T&EOs can be used to train or evaluate a single task. Several T&EOs can be used to train or evaluate a group of tasks such as an STX or FTX.





TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>e. Resolve duplication of effort. f. Coordinate activities.</p> <p>3. The civilian supply functional specialists establish liaison with appropriate nonmilitary agencies, organizations, and personnel.</p> <ul style="list-style-type: none"> <li>a. Identify international organizations (IO), nongovernmental organizations (NGOs), FN agencies, and other nonmilitary organizations involved with civilian supply and property issues.</li> <li>b. Determine authority, functions, and relationships of these agencies and organizations.</li> <li>c. Identify key personnel.</li> <li>d. Coordinate liaison activities with the supported unit's civil-military operations center and the S-5/G-5.</li> <li>e. Establish communications with key personnel.</li> <li>f. Determine scope, capabilities, and effectiveness of these agencies and organizations.</li> <li>g. Assess the activities of these agencies and organizations in relation to CMO.</li> <li>h. Maintain and document contacts and communications.</li> </ul> <p>4. The civilian supply functional specialists conduct a deliberate assessment of the AO.</p> <ul style="list-style-type: none"> <li>a. Execute the assessment using civil areas, structures, capabilities, organizations, people, and events as a guide to focus the assessment and establish the links between the supported commander's mission and the civil dimension.</li> <li>b. Review the area study, laws, international agreements, and other data sources for all issues relating to civilian supply and property use.</li> <li>c. Consolidate support requirements and priority intelligence requirements.</li> <li>d. Identify available resources.</li> <li>e. Identify the organization, scope, and capacities of the civilian supply systems, recording shortfalls and deficiencies.</li> <li>f. Determine the population's civilian supply requirements.</li> <li>g. Assess the ability of the civilian supply systems to provide support to both the military and civilian sectors.</li> <li>h. Determine the civilian impact on military operations.</li> <li>i. Determine the military impact on civilians.</li> <li>j. Develop strategies to support the supply needs of the military operation and civilian requirements.</li> <li>k. Determine the labor, equipment, facilities, and technical expertise needed to reestablish civilian supply and property control systems.</li> <li>l. Develop plans for intermediate and long-term reconstruction.</li> <li>m. Conduct continuous deliberate assessment updates.</li> <li>n. Evaluate MOEs, as directed.</li> <li>o. Refine the transition plan for civilian supply operations.</li> </ul> <p>5. The civilian supply functional specialists develop policies and procedures to support CMO.</p> <ul style="list-style-type: none"> <li>a. Develop policies and procedures for use or acquisition of local supplies and property.</li> <li>b. Construct a cataloging system for resource inventories.</li> <li>c. Establish an accounting system for acquired property and supplies.</li> <li>d. Prescribe a documentation system to register host nation support requests, actions taken, and actions completed.</li> </ul>		

<b>TASK STEPS AND PERFORMANCE MEASURES</b>	<b>GO</b>	<b>NO-GO</b>
e. Advise contractors, contracting agents, and purchasing agents on FN civilian supply and property matters. f. Determine use of technical administrative requirements: rationing, price controls, weapons buy back programs, black market prevention measures, confiscation, seizure, requisition, control, and destruction. g. Plan coordination of FN, IO, NGOs, and U.S. Government assistance to support local civilian supply needs as part of CMO.  6. The civilian supply functional specialists brief the team chief or commander on matters concerning civilian supply activities within the AO. a. Determine COA based on the assessment. b. Select advantages and disadvantages of COAs. c. Determine conclusions and recommendations. d. Prepare a decision brief. e. Brief the recommended COA to the team chief/commander.  7. The civilian supply functional specialists implement the selected COA. a. Provide oversight and supervision on the implementation of the COA based upon the commander's directive. b. Monitor the progress of the implementation. c. Evaluate the effectiveness of the implementation. d. Apprise the commander and staff on the status of the FN's civilian supply systems.		

<b>TASK PERFORMANCE / EVALUATION SUMMARY BLOCK</b>							
<b>ITERATION</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>M</b>	<b>TOTAL</b>
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*\*" Indicates a leader task step.

#### **SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
01-9108.50-3004	Conduct a Civil Affairs Area Assessment	STP 41-38II-OFS
01-9108.50-3010	Assist in Planning Foreign Nation Support	STP 41-38II-OFS
01-9108.50-3012	Coordinate Support From Private Voluntary and Nongovernment Organizations	STP 41-38II-OFS
01-9108.50-3016	Establish Liaison With Nonmilitary Agencies and Organizations	STP 41-38II-OFS
04-9108.01-0001	Prepare a Civil-Military Operations Estimate of the Situation	STP 41-38II-OFS
04-9108.02-0105	Prepare Priority Intelligence Requirements	STP 41-38II-OFS
04-9108.02-0106	Disseminate Collected Information	STP 41-38II-OFS
04-9108.05-0021	Prepare a Civil Affairs Annex to an Operations Plan or Order	STP 41-38II-OFS
04-9108.07-0021	Prepare a Periodic Civil Affairs Report	STP 41-38II-OFS
04-9108.14-0103	Evaluate the Effectiveness of Civil-Military Operations	STP 41-38II-OFS
331-911-0003	Maintain Journals, Status Boards, Visual Display Charts, and Graphs Required to Manage Civil Affairs Operations	STP 41-38A1-SM

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-0004	Integrate Graphics and Overlays With Other Staff Sections	STP 41-38A1-SM
331-911-0006	Support the Conduct of an Area Assessment	STP 41-38A1-SM
331-911-0007	Analyze the Legal Aspects of the Law of Land Warfare on Military Operations	STP 41-38A1-SM
331-911-0011	Process Area and Functional Specialty Assessments	STP 41-38A24-SM-TG
331-911-0301	Identify the Civil Affairs Missions	STP 41-38A1-SM
331-911-0303	Identify Army Command Structure and Staff Procedures and Responsibilities	STP 41-38A1-SM
331-911-0305	Assist in the Preparation of a Military Briefing	STP 41-38A1-SM
331-911-0306	Conduct Information Gathering Through Civil Affairs Activities	STP 41-38A1-SM
331-911-0307	Identify the Responsibilities, Functions, and Staff Coordination Requirements of a Civil Affairs Staff Noncommissioned Officer	STP 41-38A24-SM-TG
331-911-0308	Prepare Civil Affairs Annex	STP 41-38A24-SM-TG
331-911-0309	Conduct Civil Affairs Situational Briefing	STP 41-38A24-SM-TG
331-911-0310	Supervise the Processing of Foreign Nation, Government Organization, and Nongovernment Organization Message Traffic	STP 41-38A24-SM-TG
331-911-0311	Provide Input to the Theater Operations Plan/Operations Order Annex	STP 41-38A24-SM-TG
331-911-0401	Identify the Responsibilities and Functions of the Civil-Military Operations Staff Section	STP 41-38A1-SM
331-911-0402	Process Civil-Military Operations Reports	STP 41-38A24-SM-TG
331-911-0403	Support the Preparation of a Civil-Military Operations Estimate of the Situation	STP 41-38A1-SM
331-911-0409	Advise the Commander on Significant Economic Factors That Affect Civil-Military Operations	STP 41-38A24-SM-TG
331-911-0412	Coordinate Civil-Military Operations With U.S., Foreign Nation, and International Organizations	STP 41-38A24-SM-TG
331-911-0413	Coordinate the Development and Maintenance of an Information Database in Support of Civil-Military Operations	STP 41-38A24-SM-TG
331-911-0419	Supervise the Preparation and the Update of a Civil-Military Operations Estimate	STP 41-38A24-SM-TG
331-911-0451	Conduct Liaison Between Commanders and Local Leaders	STP 41-38A24-SM-TG
331-911-0453	Advise the Commander and Local Leaders in the Corrections of any Shortcomings That Are Detected Within the U.S.-Sponsored Government	STP 41-38A24-SM-TG
331-911-0501	Identify the Roles, Missions, and Functions of Nongovernmental Organizations, Private Voluntary Organizations, and Other Government Organizations	STP 41-38A1-SM
331-911-0751	Report on the Effectiveness of Local Government Agencies	STP 41-38A24-SM-TG
331-911-1050	Identify the Missions and Responsibilities of the Civilian Supply Specialty	STP 41-38A1-SM

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-1052	Coordinate Salvage of Captured Supplies That Can Be Used by the Civilian Populace	STP 41-38A24-SM-TG
331-911-1053	Coordinate Acquisition of Resources to Meet Military Needs	STP 41-38A24-SM-TG
331-911-1054	Coordinate Acquisition of Resources, Facilities, and Other Support From Foreign Assets	STP 41-38A24-SM-TG
331-911-1055	Coordinate the Storage, Security, and Movement of Essential Civilian Supplies	STP 41-38A24-SM-TG
331-911-1056	Coordinate the Control of Negotiable Assets and Resources That Are Not Supervised by Other Agencies	STP 41-38A24-SM-TG
331-911-1101	Report on the Current Local Exports and Imports (to Include Type, Quantity, and Market) Within the Area of Operations	STP 41-38A24-SM-TG
331-911-1102	Support the Local Planning of Economic Goals and Programs Within the Area of Operations	STP 41-38A24-SM-TG
331-911-1103	Report on the Effectiveness of Government Economic and Commercial Agencies	STP 41-38A24-SM-TG
331-911-1104	Report on the Effectiveness of Government Economic Controls	STP 41-38A24-SM-TG
331-911-1105	Support the Development of Economic Plans to Prevent Black Market Activities	STP 41-38A24-SM-TG
331-911-1106	Support the Planning of Price Control and Rationing Programs	STP 41-38A24-SM-TG
331-911-1201	Report on Private and Public Property and Resources Available for Military Use	STP 41-38A24-SM-TG
331-911-1202	Support the Establishment of Policies and Procedures Concerning Custody and Administration of Private and Public Property	STP 41-38A24-SM-TG
331-911-1551	Describe the Impact of Military Operations on Civilians in the Area of Operations	STP 41-38A1-SM
S1-9108.50-3003	Determine How the Special Operations Imperatives Relate to Civil Affairs Operations	STP 41-38II-OFS
S4-9185.01-1025	Identify the Basic Requirements for the Treatment of Property and Cultural Facilities	STP 41-38II-OFS

**SUPPORTING COLLECTIVE TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
31-2-0100.41-5001	Conduct Mission Planning (CA Team)	ARTEP 41-701-10-MTP
31-3-0011.41-5003	Conduct Area Assessment (CA Team)	ARTEP 41-701-10-MTP
41-5-0005	Conduct Civil-Military Operations With a Supported Unit	ARTEP 41-701-10-MTP
41-5-0009	Determine Civil Affairs Functional Specialty Requirements	ARTEP 41-701-10-MTP
41-5-0010	Coordinate for Foreign Nation Support	ARTEP 41-701-10-MTP

## OPFOR TASKS AND STANDARDS

**TASK:** Perform as a Government-in-Exile Ministry of Economics (41-OPFOR-0035)

**CONDITIONS:** Given a detailed script, the role player will keep with the cultural norm for the geographical region in the scenario and have some type of identification and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the United States (U.S.) Government or military with security from his own government if appropriate. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of specific local and regional commercial and economic concerns and be concerned about the impact of dislocated civilians and food supplies on the local economy. Additionally, he should possess a contact list of persons who support the exiled government and can be trusted to cooperate with the unit commander. The role player has a solid grasp of the current mission and his counterpart's role (economic and commerce team). The role player should, per his government's wishes and instructions, display a willingness to cooperate with the U.S. forces and support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis.

**STANDARDS:** 1. The role player provides the unit with specific regional and governmental information designed to allow interaction with the exiled government. Information provided by the role player includes contacts in host nation (HN) agencies, nongovernmental organizations, international organizations operating in the HN, and his government's activities that directly impact on the mission. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will address typical economic and commercial concerns for the government, requiring knowledge of the typical economic issues for emerging nations on the part of the CA team. The results of the interaction will be that a mutually agreeable outline is drafted for economic assistance in coordination with United States Agency for International Development. The outline addresses the current problems, future economic conditions, and commercial partnerships, as well as food loan import and export agreements. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the government-in-exile as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. The cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as a Member of a Host Nation Government Ministry (41-OPFOR-0030)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the cultural norms of the host nation (HN); will have some type of identification papers verifying his status, rank, name, unit, and clearance; and speak with an accent close to that of the actual area of responsibility (AOR) that he represents. If appropriate, he should be accompanied by a security element from his country or an allied nation if the scenario is in a North Atlantic Treaty Organization/United Nations atmosphere. The role player will be knowledgeable of the cultural, political, and personal morals, beliefs, and policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (United States [U.S.] CA player). The role player should, per his government's wishes and instructions, display a willingness to fully cooperate with the U.S. forces, as well as support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart of the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific HN governmental information designed to allow interaction with HN (local) or allied agencies or military forces and has the authority to coordinate HN government support within his regional/local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will provide the role player with specific concerns regarding current problems in the agricultural status of the HN and inquiries into what assistance can be provided in training, research, equipment, funding, distribution, and sales. 2. The role player acts in accordance with (IAW) the cultural norms established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with the unit's war-traced AOR, providing solid insight into the actual political conditions and business practices within that area. Ethnic volunteers from the region would be helpful for realism. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The national interests as known for the CA unit's war-traced AOR. b. The bureaucratic interests assigned by the scenario. c. The scripted personality or personal interests. d. The cultural norms of the unit's war-traced AOR.

**TASK:** Perform as a Member of the U.S. Defense Attaché Team (41-OPFOR-0032)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the United States (U.S.) Department of State (DOS) and defense policies, some type of identification papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Diplomatic Security Corps. The role player will be knowledgeable of the policies of the role being portrayed (role player and scriptwriters should check out the Web page of the DOS to find procedures and policies for defense attachés). The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart of the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies, HN or allied military forces, U.S. Government agencies, and any nongovernmental organizations (NGOs) or international organizations (IOs) operating in the theater. The role player has the authority to assist in the coordination or negotiations support in the way of personnel, equipment, facilities, and land. This support may come from the HN, allied governments, NGOs, or IOs, depending on the scenario and the requested support. The role player also has the authority to approve and assist in the coordination of the conduct of military operations within his regional and local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will follow along the premise that any action causes a normal reaction based upon DOS policies and procedures, protocol for U.S. diplomats and level of authority based upon his position in the Embassy. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with the DOS's normal operating procedures, providing solid insight into the actual political conditions and business practices within that area. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the DOS as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform as a Foreign Citizen (Neutral Attitude) (41-OPFOR-0038)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the cultural norms for the geographical region in the scenario and some type of identification papers verifying his status, name, and residence. If appropriate, he should be accompanied by a security element from the United States (U.S.) military police or local law enforcement. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the U.S. military mission. Initial rapport has been established but not necessarily on a friendly basis. The role player should display a very neutral attitude toward cooperating with the U.S. forces and an apathetic feeling about supporting the U.S. presence in his homeland.

**STANDARDS:** 1. The role player will cooperate and assist U.S., coalition, and allied operations whenever and wherever possible, only doing so serves his political interests or financial needs. He is reluctant to become decisively involved in any activities that will position him on one side or the other. Scripting will be such that the role player will be capable of providing some services to the reception, staging, onward movement, and integration phase in transportation, fresh foods, interpreters, contract labor, and so on. The role player requests assistance in submitting papers for economic development loans for a private business venture. The results of the interaction will be based solely upon the failure or success of the CA unit to properly prepare with adequate knowledge of how the role player feels about the mission, how he culturally reacts to certain approaches, and what it takes to cooperate in the civil-military environment. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with normal procedures, providing solid insight into the actual political conditions and personal beliefs and feelings within that area. 4. The role player supports actions that do not conflict with: a. His national and/or bureaucratic interest. b. His personality and personal interest.

**TASK:** Perform as a Dislocated Civilian (Displaced Person) (41-OPFOR-0039)

**CONDITIONS:** Given a detailed script, the role player will fill a role as a displaced person. A displaced person is a civilian who is involuntarily outside the national boundary of his country (stranded) in time of war; for example, foreign tourists, aid workers, and foreign laborers. The role player will have clothing that is suitable and in keeping with the cultural norm for his country of origin or his company uniform and some type of identification papers verifying his status, name, and residence. If appropriate, he should be scared for his safety or accompanied by family members if a tourist. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the United States (U.S.) military mission. Initial rapport has been established but not necessarily on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to cause a diplomatic complaint. The role player should exhibit a great deal of concern toward cooperating with the U.S. forces and a paranoid feeling about the U.S. presence in the host nation. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures, the role player moves onto and disrupts movement on main supply routes (MSRs) and interferes with tactical operations.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and quality of his responses concerning the enemy and the local situation. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will be such that the role player will have information concerning some aspect of different tasks; for example, enemy movements, agricultural information from his home region, status of roads and bridges, availability of fuel and electricity, information on health issues and

medical personnel in his region, dislocated civilians still traveling behind him, and environmental disasters. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures, the role player moves onto and disrupts movement on MSR's and interferes with tactical operations.

**TASK:** Perform as a Dislocated Civilian (Refugee) (41-OPFOR-0040)

**CONDITIONS:** Given a detailed script, the role player will fill a role as a refugee. A refugee is a civilian who has left home to seek safety because of real or imagined danger; for example, conflict among local farmers along the border, foreign nationals fleeing combat on the border, mountain people fleeing an earthquake or volcano eruption. The role player will have clothing and baggage that are suitable and in keeping with the cultural norms for his country of origin and some type of identification papers verifying his status, name, and country of residence. If appropriate, he should be scared for his and his family's safety. He may have injuries that require immediate attention. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the United States (U.S.) military mission. Initial rapport has been established but not necessarily on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation. The role player should display a very neutral attitude toward cooperating with the U.S. forces and an apathetic feeling about supporting the U.S. presence in his homeland.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee, then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and the quality of his responses concerning the enemy and the local situation. Scripting will allow the role player to provide information in the following categories: enemy movements, movements of other dislocated civilians, crimes committed by others, health conditions observed, food and water availability, vehicles stranded by fuel or repair problems, and local police activities during the role player's movement. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures, the role player moves onto and disrupts movement on main supply routes and interferes with tactical operations.

**TASK:** Perform as a Dislocated Civilian (Evacuee) (41-OPFOR-0041)

**CONDITIONS:** Given a detailed script, the role player will be an evacuee. An evacuee is a civilian removed from his place of residence by local or national military order. Evacuation can be voluntary or forced, preferably ordered by host nation (HN) government, but in extreme cases ordered by United States (U.S.) ground commander (division level or higher) to prevent casualties due to natural disasters and combat operations. The evacuee will have clothing and some baggage that are suitable and in keeping with the cultural norms of the HN as detailed in the scenario and some type of identification papers verifying his status, name, and residence. If appropriate, he should be scared for his safety and accompanied by family members. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the U.S. military mission. Sometimes he is terrified of being forced to move despite the danger of combat or natural disaster in the vicinity. Initial rapport has been established but not necessarily on a friendly basis. A serious or personal



blunder on the part of the CA counterpart or the supported unit commander or staff will serve to cause a diplomatic complaint.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee, then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and the quality of his responses concerning all aspects of his journey. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with normal procedures and provide solid insight into the actual political conditions, and personal beliefs and feelings within that area. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures, the role player moves onto and disrupts movement on main supply routes and interferes with tactical operations.

**TASK:** Perform as U.S. Government Official (41-OPFOR-0037)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with United States (U.S.) Government policies and some type of papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Government or U.S. military. The role player will be knowledgeable of the policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies. The role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities and land. This support may come from the HN, allied governments, nongovernmental organizations, and international organizations, depending on the scenario and the requested support. The role player has authority to approve and assist in the coordination of the conduct of military operations within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will allow the role player to request information on the current status of economic reviews, education reviews and public safety improvement projects, provide details of approved public facilities projects, coordinate for health assessments in areas deemed important by the U.S. Ambassador. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. This role player could portray someone from the Department of the Treasury, Federal Bureau of Investigation, Department of Defense, or the intelligence community. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the U.S. Government as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform an Air Attack (41-OPFOR-0001)

**CONDITIONS:** An opposing force (OPFOR) element is able to employ aircraft.

**STANDARDS:** 1. The OPFOR surprises the unit with an air attack. 2. The OPFOR prevents the unit from completing its assigned mission. 3. The OPFOR does not lose any aircraft to ground fire.

**TASK:** Conduct a Vehicular Ambush (41-OPFOR-0002)

**CONDITIONS:** An opposing force (OPFOR) element is positioned on the unit's route.

**STANDARDS:** 1. The OPFOR prevents the unit from meeting its specified time schedule. 2. The OPFOR forces the unit to deviate from its specified route. 3. The OPFOR prevents the unit from reaching its assigned destination. 4. The OPFOR surprises the main body. 5. The OPFOR destroys the unit's combat effectiveness. **TRAINING NOTE:** Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1, *Operational Terms and Graphics*) The evaluator must consider such factors as the status of fuel, ammunition, weapons systems, and personnel in assessing the combat effectiveness of a unit.

**TASK:** Perform Chemical Operations (41-OPFOR-0006)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR prevents detection and warning of planned chemical attacks. 2. The OPFOR surprises the unit and uses chemical agents.

**TASK:** Disrupt Sustainment Operations (41-OPFOR-0011)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the unit performing sustainment operations. 2. The OPFOR prevent the unit from rearming, refueling, and resupplying. 3. The OPFOR prevent the unit from eating and sleeping.

**TASK:** Conduct an Attack (41-OPFOR-0012)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the main body of the unit. 2. The OPFOR avoids being fixed (for example, they retain freedom of movement). 3. The OPFOR accomplishes the assigned task when they—  
a. Seize the assigned terrain. b. Penetrate the defense with at least 50 percent of their forces. c. Destroy the defending unit's combat effectiveness. d. Force the defending unit to withdraw. 4. The OPFOR retains combat effectiveness. **TRAINING NOTE:** Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1) The evaluator, in assessing the combat effectiveness of a unit, must consider such factors as the status of fuel, ammunition, weapons systems, and personnel.

**ELEMENT:** Economics and Commerce Team

**TASK:** Provide Food and Agriculture Support (41-5-0021)

(FM 41-10)	(AR 710-2)	(DA Pam 27-1)
(DA Pam 710-2-1)	(FM 100-23)	(FM 100-23-1)
(FM 100-5)	(FM 101-5)	(FM 101-5-1)
(FM 27-10)	(FM 3-3)	(FM 90-29)
(FM 90-41)	(ST 41-10-12)	(TC 7-98-1)

**ITERATION:** 1 2 3 4 5 M (Circle)

**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** As a Civil Affairs food and agriculture team in a field environment, given AR 710-2, DA Pam 27-1, DA Pam 710-2-1, FM 100-5, FM 100-23, FM 100-23-1, FM 101-5, FM 101-5-1, FM 27-10, FM 3-3, FM 41-10, FM 90-29, FM 90-41, ST 41-10-12, and TC 7-98-1. The commander has been tasked to direct civil-military operations (CMO) within the area of operations (AO). Command and control, logistics, administration, communications, and security have been established in the AO. United States (U.S.) policies and objectives and foreign nation (FN) and U.S. agreements for the conduct of CMO are available. The FN government can conduct limited operations. Some iterations of this task should be performed in MOPP4.

**TASK STANDARDS:** The food and agriculture functional specialists evaluate the FN's food and agriculture systems, develop plans, and provide supervision to support the commander's intent in accordance with U.S. policies, objectives, and FN agreements.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> <li>1. The food and agriculture functional specialists conduct preliminary assessment and mission preparation.                             <ol style="list-style-type: none"> <li>a. Analyze the situation and potential courses of action (COAs) considering mission, enemy, terrain and weather, troops available, time available, and civil considerations.</li> <li>b. Read the country and area studies.</li> <li>c. Receive the mission.</li> <li>d. Review the operation order.</li> <li>e. Review the supported unit's standing operating procedures.</li> <li>f. Establish connectivity and communications with the supported unit.</li> <li>g. Conduct mission analysis</li> <li>h. Identify implied and specified tasks.</li> <li>i. Identify mission essential tasks.</li> <li>j. Prioritize tasks.</li> <li>k. Develop measures of effectiveness (MOEs) for each task.</li> <li>l. Develop a team plan for food and agriculture support operations.</li> <li>m. Rehearse the team plan.</li> <li>n. Develop an initial transition plan for food and agriculture support operations.</li> </ol> </li> <li>2. The food and agriculture functional specialists coordinate with appropriate staff sections, CA teams, and other military units.                             <ol style="list-style-type: none"> <li>a. Establish communications with other staff sections.</li> <li>b. Establish communications with other CA units.</li> <li>c. Establish communications with other units involved with food and agriculture issues.</li> <li>d. Determine mutual, overlapping, and collective food and agriculture requirements within the force.</li> </ol> </li> </ol>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>e. Resolve duplication of effort. f. Coordinate activities.</p> <p>3. The food and agriculture functional specialists establish liaison with appropriate nonmilitary agencies, organizations, and personnel.</p> <ul style="list-style-type: none"> <li>a. Identify international organizations, nongovernmental organizations, FN agencies, and other nonmilitary organizations involved with food and agriculture issues.</li> <li>b. Determine authority, functions, and relationships of these agencies and organizations.</li> <li>c. Identify key personnel.</li> <li>d. Coordinate liaison activities with the supported unit's civil-military operations center and S-5/G-5.</li> <li>e. Establish communications with key personnel.</li> <li>f. Determine scope, capabilities, and effectiveness of these agencies and organizations.</li> <li>g. Assess the activities of these agencies and organizations in relation to CMO.</li> <li>h. Maintain and document contacts and communications.</li> </ul> <p>4. The food and agriculture functional specialists conduct a deliberate assessment of the AO.</p> <ul style="list-style-type: none"> <li>a. Execute the assessment using civil areas, structures, capabilities, organizations, people, and events as a guide to focus the assessment and establish the links between the supported commander's mission and the civil dimension.</li> <li>b. Review the area study, laws, international agreements, and other data sources for all issues relating to food and agriculture use.</li> <li>c. Consolidate priority intelligence requirements.</li> <li>d. Identify available food and agriculture resources.</li> <li>e. Identify the organization, scope, and capacity of the food and agriculture systems to include transport, storage, processing, and distribution systems; recording damage and requirements for restoration.</li> <li>f. Identify current and projected food and agriculture shortages.</li> <li>g. Determine civilian food and agriculture requirements.</li> <li>h. Assess the ability of the food and agriculture systems to provide support to both the military and civilian sectors.</li> <li>i. Determine the civilian impact on military operations.</li> <li>j. Determine the military impact on civilians.</li> <li>k. Develop strategies to meet food and agricultural requirements of military operations and civilian sectors.</li> <li>l. Determine the labor, equipment, supplies, and technical expertise needed to reestablish food and agriculture systems.</li> <li>m. Develop plans for intermediate and long-term reconstruction.</li> <li>n. Conduct continuous deliberate assessment updates.</li> <li>o. Evaluate MOEs, as directed.</li> <li>p. Refine the transition plan for food and agriculture support operations.</li> </ul> <p>5. The food and agriculture functional specialists brief the team chief/commander on matters concerning food and agriculture activities within the AO.</p> <ul style="list-style-type: none"> <li>a. Determine COA based on the assessment.</li> <li>b. Select advantages and disadvantages of COAs.</li> <li>c. Determine conclusions and recommendations.</li> <li>d. Prepare a decision brief.</li> <li>e. Brief the recommended COA to the team chief/commander.</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
6. The food and agriculture functional specialists implement the selected COA. <ul style="list-style-type: none"> <li>a. Provide oversight and supervision on the implementation of the COA based upon the commander’s directives.</li> <li>b. Monitor the progress of the implementation.</li> <li>c. Evaluate the effectiveness of the implementation.</li> <li>d. Apprise the commander and staff on the status of the FN’s food and agriculture systems.</li> </ul>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS “GO”							
TRAINING STATUS “GO”/“NO-GO”							

“\*\*” Indicates a leader task step.

**SUPPORTING INDIVIDUAL TASKS**

Task Number	Task Title	References
01-9108.50-3004	Conduct a Civil Affairs Area Assessment	STP 41-38II-OFS
01-9108.50-3010	Assist in Planning Foreign Nation Support	STP 41-38II-OFS
01-9108.50-3012	Coordinate Support From Private Voluntary and Nongovernment Organizations	STP 41-38II-OFS
01-9108.50-3016	Establish Liaison With Nonmilitary Agencies and Organizations	STP 41-38II-OFS
04-9108.01-0001	Prepare a Civil-Military Operations Estimate of the Situation	STP 41-38II-OFS
04-9108.02-0105	Prepare Priority Intelligence Requirements	STP 41-38II-OFS
04-9108.02-0106	Disseminate Collected Information	STP 41-38II-OFS
04-9108.05-0021	Prepare a Civil Affairs Annex to an Operations Plan or Order	STP 41-38II-OFS
04-9108.07-0021	Prepare a Periodic Civil Affairs Report	STP 41-38II-OFS
331-911-0003	Maintain Journals, Status Boards, Visual Display Charts, and Graphs Required to Manage Civil Affairs Operations	STP 41-38A1-SM
331-911-0004	Integrate Graphics and Overlays With Other Staff Sections	STP 41-38A1-SM
331-911-0006	Support the Conduct of an Area Assessment	STP 41-38A1-SM
331-911-0007	Analyze the Legal Aspects of the Law of Land Warfare on Military Operations	STP 41-38A1-SM
331-911-0011	Process Area and Functional Specialty Assessments	STP 41-38A24-SM-TG
331-911-0301	Identify the Civil Affairs Missions	STP 41-38A1-SM
331-911-0303	Identify Army Command Structure and Staff Procedures and Responsibilities	STP 41-38A1-SM
331-911-0305	Assist in the Preparation of a Military Briefing	STP 41-38A1-SM
331-911-0306	Conduct Information Gathering Through Civil Affairs Activities	STP 41-38A1-SM
331-911-0307	Identify the Responsibilities, Functions, and Staff Coordination Requirements of a Civil Affairs Staff Noncommissioned Officer	STP 41-38A24-SM-TG

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-0308	Prepare Civil Affairs Annex	STP 41-38A24-SM-TG
331-911-0309	Conduct Civil Affairs Situational Briefing	STP 41-38A24-SM-TG
331-911-0310	Supervise the Processing of Foreign Nation, Government Organization, and Nongovernment Organization Message Traffic	STP 41-38A24-SM-TG
331-911-0311	Provide Input to the Theater Operations Plan/Operations Order Annex	STP 41-38A24-SM-TG
331-911-0401	Identify the Responsibilities and Functions of the Civil-Military Operations Staff Section	STP 41-38A1-SM
331-911-0402	Process Civil-Military Operations Reports	STP 41-38A24-SM-TG
331-911-0403	Support the Preparation of a Civil-Military Operations Estimate of the Situation	STP 41-38A1-SM
331-911-0409	Advise the Commander on Significant Economic Factors That Affect Civil-Military Operations	STP 41-38A24-SM-TG
331-911-0412	Coordinate Civil-Military Operations With U.S., Foreign Nation, and International Organizations	STP 41-38A24-SM-TG
331-911-0413	Coordinate the Development and Maintenance of an Information Database in Support of Civil-Military Operations	STP 41-38A24-SM-TG
331-911-0419	Supervise the Preparation and the Update of a Civil-Military Operations Estimate	STP 41-38A24-SM-TG
331-911-0451	Conduct Liaison Between Commanders and Local Leaders	STP 41-38A24-SM-TG
331-911-0453	Advise the Commander and Local Leaders in the Corrections of any Shortcomings That Are Detected Within the U.S.-Sponsored Government	STP 41-38A24-SM-TG
331-911-0501	Identify the Roles, Missions, and Functions of Nongovernmental Organizations, Private Voluntary Organizations, and Other Government Organizations	STP 41-38A1-SM
331-911-0751	Report on the Effectiveness of Local Government Agencies	STP 41-38A24-SM-TG
331-911-1051	Report on Civilian Needs for Military Supplies	STP 41-38A24-SM-TG
331-911-1053	Coordinate Acquisition of Resources to Meet Military Needs	STP 41-38A24-SM-TG
331-911-1102	Support the Local Planning of Economic Goals and Programs Within the Area of Operations	STP 41-38A24-SM-TG
331-911-1103	Report on the Effectiveness of Government Economic and Commercial Agencies	STP 41-38A24-SM-TG
331-911-1104	Report on the Effectiveness of Government Economic Controls	STP 41-38A24-SM-TG
331-911-1150	Identify the Missions and Responsibilities of the Food and Agriculture Specialty	STP 41-38A1-SM
331-911-1151	Report on Areas of Staple Crops and Surplus and Deficit Foodstuff	STP 41-38A24-SM-TG
331-911-1152	Conduct Agricultural Assessment in the Area of Operations	STP 41-38A24-SM-TG
331-911-1153	Coordinate the Distribution of Surplus Staple Crops	STP 41-38A24-SM-TG

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-1551	Describe the Impact of Military Operations on Civilians in the Area of Operations	STP 41-38A1-SM
S1-9108.50-3003	Determine How the Special Operations Imperatives Relate to Civil Affairs Operations	STP 41-38II-OFS

**SUPPORTING COLLECTIVE TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
31-2-0100.41-5001	Conduct Mission Planning (CA Team)	ARTEP 41-701-10-MTP
31-3-0011.41-5003	Conduct Area Assessment (CA Team)	ARTEP 41-701-10-MTP
41-5-0005	Conduct Civil-Military Operations With a Supported Unit	ARTEP 41-701-10-MTP
41-5-0009	Determine Civil Affairs Functional Specialty Requirements	ARTEP 41-701-10-MTP

**OPFOR TASKS AND STANDARDS**

**TASK:** Perform as a Government-in-Exile Ministry of Economics (41-OPFOR-0035)

**CONDITIONS:** Given a detailed script, the role player will keep with the cultural norm for the geographical region in the scenario and have some type of identification and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the United States (U.S.) Government or military with security from his own government if appropriate. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of specific local and regional commercial and economic concerns and be concerned about the impact of dislocated civilians and food supplies on the local economy. Additionally, he should possess a contact list of persons who support the exiled government and can be trusted to cooperate with the unit commander. The role player has a solid grasp of the current mission and his counterpart's role (Economic and Commerce Team). The role player should, per his government's wishes and instructions, display a willingness to cooperate with the U.S. forces and support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis.

**STANDARDS:** 1. The role player provides the unit with specific regional and governmental information designed to allow interaction with the exiled government. Information provided by the role player includes contacts in host nation (HN) agencies, nongovernmental organizations, international organizations operating in the HN, and his government's activities that directly impact on the mission. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will address typical economic and commercial concerns for the government, requiring knowledge of the typical economic issues for emerging nations on the part of the CA team. The results of the interaction will be that a mutually agreeable outline is drafted for economic assistance in coordination with United States Agency for International Development. The outline addresses the current problems, future economic conditions and commercial partnerships, as well as food loan import and export agreements. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the government-in-exile as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. The cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as a Local Host Nation Military Officer (41-OPFOR-0028)

**CONDITIONS:** Given a detailed script, the role player will have a uniform that resembles the host nation (HN) to which he belongs. (At a minimum, he will be the equivalent of a field grade officer. The national flag of the portrayed country should be on the uniform.) He will be armed with a pistol, have some type of identification papers verifying his status, rank, name, unit, and clearance; and speak with an accent close to that of the actual area of responsibility (AOR) that he represents. If appropriate, he should be accompanied by a security element from his country or an allied nation if the scenario is in a North Atlantic Treaty Organization or United Nations atmosphere. The role player will be knowledgeable of the cultural, political, and personal morals, beliefs, and policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (United States [U.S.] CA player). The role player should, per his commander's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific military information designed to allow interaction for combined and joint missions with HN (local) or allied military forces. The role player has the authority to coordinate for support in the way of security personnel, equipment, facilities, and units. This support may come from the HN or allied military depending on the scenario. He agrees to authorize or approve the conduct of military operations within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will follow along the premise that any action causes a normal reaction based upon the national cultural lines of the role player's national origin. The results of the interaction will focus upon military concerns for dislocated civilians, public safety, food supplies, transportation shortages, and public health services. 2. The role player acts in accordance with (IAW) the cultural norms established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The national interests as known for the CA unit's war-traced AOR. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. The cultural norms of the unit's war-traced AOR.

**TASK:** Perform as a Member of a Host Nation Government Ministry (41-OPFOR-0030)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the cultural norms of the host nation (HN); will have some type of identification papers verifying his status, rank, name, unit, and clearance; and speak with an accent close to that of the actual area of responsibility (AOR) that he represents. If appropriate, he should be accompanied by a security element from his country or an allied nation if the scenario is in a North Atlantic Treaty Organization/United Nations atmosphere. The role player will be knowledgeable of the cultural, political, and personal morals, beliefs, and policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (United States [U.S.] CA player). The role player should, per his government's wishes and instructions, display a willingness to fully cooperate with the U.S. forces as well as support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart of the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific HN governmental information designed to allow interaction with HN (local) or allied agencies or military forces and has the authority to coordinate HN government support within his regional/local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will provide the role player with specific concerns regarding current problems in the agricultural status of the HN, and inquiries into what assistance can be provided in training, research, equipment, funding, distribution, and sales. 2. The role



player acts in accordance with (IAW) the cultural norms established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with the unit's war-traced AOR, providing solid insight into the actual political conditions and business practices within that area. Ethnic volunteers from the region would be helpful for realism. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The national interests as known for the CA unit's war-traced AOR. b. The bureaucratic interests assigned by the scenario. c. The scripted personality or personal interests. d. The cultural norms of the unit's war-traced AOR.

**TASK:** Perform as a Member of the U.S. Defense Attaché Team (41-OPFOR-0032)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the United States (U.S.) Department of State (DOS) and defense policies and, some type of identification papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Diplomatic Security Corps. The role player will be knowledgeable of the policies of the role being portrayed (role players and scriptwriters should check out the Web page of the DOS to find procedures and policies for defense attachés). The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart of the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies, HN or allied military forces, U.S. Government agencies, and any nongovernmental organizations (NGOs) or international organizations (IOs) operating in the theater. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the requested support. The role player also has the authority to approve and assist in the coordination of the conduct of military operations within his regional and local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will follow along the premise that any action causes a normal reaction based upon DOS policies and procedures, protocol for U.S. diplomats, and level of authority based upon his position in the Embassy. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with the DOS's normal operating procedures, providing solid insight into the actual political conditions and business practices within that area. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the DOS as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform as a Representative of Resistance Leadership (41-OPFOR-0036)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the cultural norm for the geographical region in the scenario and some type of identification papers and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the U.S. Government or military with security from his own resistance forces or shadow government if appropriate. (His presence should be fully supported by the Embassy.) The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of local and regional

problems. Additionally, he should know persons who support the resistance and can be trusted to cooperate with the unit commander as the mission progresses. The role player has a solid grasp of the current mission and his counterpart's role (U.S. Country Team or CA player). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation. The role player should display a willingness to fully cooperate with the U.S. forces if doing so supports his own personal interests and possibly those of the government that he supports. He also supports the U.S. presence in his homeland.

**STANDARDS:** 1. The role player provides the unit with specific regional tactical and strategic intelligence designed to allow interaction with individuals who are sympathetic to the government. The role player has contacts in national agencies, military forces, and nongovernmental organizations or international organizations operating in the host nation. He provides information concerning his past, present, and future activities that directly impact on the mission, to include policies and directives that will be broadcast to the populace. He has the authority to coordinate or negotiate support in the way of personnel, equipment, facilities, and land. The role player has authority to approve and assist in the coordination of the conduct of military operations on behalf of the resistance within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. The role player will specifically address issues regarding dislocated civilians, health issues in his region, environmental concerns, skills training for ex-resistance forces, crop damages and effects of natural disasters, economic aid to the resistance after hostilities, and demobilization of the resistance forces. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the shadow government as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality or personal interests. d. International law. e. The cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as a Foreign Citizen (Neutral Attitude) (41-OPFOR-0038)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the cultural norms for the geographical region in the scenario and some type of identification papers verifying his status, name, and residence. If appropriate, he should be accompanied by a security element from the United States (U.S.) military police or local law enforcement. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the U.S. military mission. Initial rapport has been established but not necessarily on a friendly basis. The role player should display a very neutral attitude toward cooperating with the U.S. forces and an apathetic feeling about supporting the U.S. presence in his homeland.

**STANDARDS:** 1. The role player will cooperate and assist U.S., coalition, and allied operations whenever and wherever possible, only as doing so serves his political interests or financial needs. He is reluctant to become decisively involved in any activities that will position him on one side or the other. Scripting will be such that the role player will be capable of providing some services to the reception, staging, onward movement, and integration phase in transportation, fresh foods, interpreters, contract labor, and so on. The role player requests assistance in submitting papers for economic development loans for a private business venture. The results of the interaction will be based solely upon the failure or success of the CA unit to properly prepare with adequate knowledge of how the role player feels about the mission, how he culturally reacts to certain approaches, and what it takes to cooperate in the civil-military environment. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with normal procedures, providing solid insight into the actual political conditions and personal beliefs and feelings within that area. 4. The role player supports actions

that do not conflict with: a. His national and/or bureaucratic interest. b. His personality and personal interest.

**TASK:** Perform as a Dislocated Civilian (Displaced Person) (41-OPFOR-0039)

**CONDITIONS:** Given a detailed script, the role player will fill a role as a displaced person. A displaced person is a civilian who is involuntarily outside the national boundary of his country (stranded) in time of war; for example, foreign tourists, aid workers, and foreign laborer. The role player will have clothing that is suitable and in keeping with the cultural norm for his country of origin or his company uniform, and some type of identification papers verifying his status, name, and residence. If appropriate, he should be scared for his safety or accompanied by family members if a tourist. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the United States (U.S.) military mission. Initial rapport has been established but not necessarily on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to cause a diplomatic complaint. The role player should exhibit a great deal of concern toward cooperating with the U.S. forces and a paranoid feeling about the U.S. presence in the host nation. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures, the role player moves onto and disrupts movement on main supply routes (MSRs) and interferes with tactical operations.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee, then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and the quality of his responses concerning the enemy and the local situation. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will be such that the role player will have information concerning some aspect of different tasks; for example, enemy movements, agricultural information from his home region, status of roads and bridges, availability of fuel and electricity, information on health issues and medical personnel in his region, dislocated civilians still traveling behind him, and environmental disasters. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures, the role player moves onto and disrupts movement on MSRs and interferes with tactical operations.

**TASK:** Perform as a Dislocated Civilian (Refugee) (41-OPFOR-0040)

**CONDITIONS:** Given a detailed script, the role player will fill a role as a refugee. A refugee is a civilian who has left home to seek safety because of real or imagined danger; for example, conflict among local farmers along the border, foreign nationals fleeing combat on the border, mountain people fleeing an earthquake or volcano eruption. The role player will have clothing and baggage that are suitable and in keeping with the cultural norms for his country of origin and some type of identification papers verifying his status, name, and country of residence. If appropriate, he should be scared for his and his family's safety. He may have injuries that require immediate attention. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the United States (U.S.) military mission. Initial rapport has been established but not necessarily on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation. The role player should display a very neutral attitude toward cooperating with the U.S. forces and an apathetic feeling about supporting the U.S. presence in his homeland.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee, then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and the quality of his responses concerning the enemy and the local situation. Scripting will allow the role player to provide information in the following categories: enemy movements, movements of other dislocated civilians, crimes committed by others, health conditions observed, food and water availability, vehicles stranded by fuel or repair problems, and local police activities during the role player's movement. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures, the role player moves onto and disrupts movement on main supply routes and interferes with tactical operations.

**TASK:** Perform as a Dislocated Civilian (Evacuee) (41-OPFOR-0041)

**CONDITIONS:** Given a detailed script, the role player will be an evacuee. An evacuee is a civilian removed from his place of residence by local or national military order. Evacuation can be voluntary or forced, preferably ordered by host nation (HN) government, but in extreme cases ordered by United States (U.S.) ground commander (division level or higher) to prevent casualties due to natural disasters and combat operations. The evacuee will have clothing and some baggage that are suitable and in keeping with the cultural norms of the HN as detailed in the scenario and some type of identification papers verifying his status, name, and residence. If appropriate, he should be scared for his safety and accompanied by family members. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the U.S. military mission. Sometimes he is terrified of being forced to move despite the danger of combat or natural disaster in the vicinity. Initial rapport has been established but not necessarily on a friendly basis. A serious or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to cause a diplomatic complaint.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and the quality of his responses concerning all aspects of his journey. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters. 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher headquarters. The personality must be consistent with normal procedures, provide solid insight into the actual political conditions, and personal beliefs and feelings within that area. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures the role player moves onto and disrupts movement on main supply routes and interferes with tactical operations.

**TASK:** Perform as U.S. Government Official (41-OPFOR-0037)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with United States (U.S.) Government policies, some type of papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Government or U.S. military. The role player will be knowledgeable of the policies of the role being

portrayed. The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies. The role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities and land. This support may come from HN or allied government organizations, nongovernmental organizations and international organizations, depending on the scenario and the requested support. The role player has authority to approve and assist in the coordination of the conduct of military operations within his regional or local area of control. These actions will be based upon an action-reaction or cause-and-effect process. Scripting will allow the role player to request information on the current status of economic reviews, education reviews and public safety improvement projects; provide details of approved public facilities projects; and coordinate for health assessments in areas deemed important by the U.S. Ambassador. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. This role player could portray someone from the Department of the Treasury, Federal Bureau of Investigation, Department of Defense or the intelligence community. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the U.S. Government as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform an Air Attack (41-OPFOR-0001)

**CONDITIONS:** An opposing force (OPFOR) element is able to employ aircraft.

**STANDARDS:** 1. The OPFOR surprises the unit with an air attack. 2. The OPFOR prevents the unit from completing its assigned mission. 3. The OPFOR does not lose any aircraft to ground fire.

**TASK:** Conduct a Vehicular Ambush (41-OPFOR-0002)

**CONDITIONS:** An opposing force (OPFOR) element is positioned on the unit's route.

**STANDARDS:** 1. The OPFOR prevents the unit from meeting its specified time schedule. 2. The OPFOR forces the unit to deviate from its specified route. 3. The OPFOR prevents the unit from reaching its assigned destination. 4. The OPFOR surprises the main body. 5. The OPFOR destroys the unit's combat effectiveness. TRAINING NOTE: Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1, *Operational Terms and Graphics*) The evaluator must consider such factors as the status of fuel, ammunition, weapons systems, and personnel in assessing the combat effectiveness of a unit.

**TASK:** Perform Chemical Operations (41-OPFOR-0006)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR prevents detection and warning of planned chemical attacks. 2. The OPFOR surprises the unit and uses chemical agents.

**TASK:** Disrupt Sustainment Operations (41-OPFOR-0011)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the unit performing sustainment operations. 2. The OPFOR prevent the unit from rearming, refueling, and resupplying. 3. The OPFOR prevent the unit from eating and sleeping.

**TASK:** Conduct an Attack (41-OPFOR-0012)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the main body of the unit. 2. The OPFOR avoids being fixed (for example, they retain freedom of movement). 3. The OPFOR accomplishes the assigned task when they—  
a. Seize the assigned terrain. b. Penetrate the defense with at least 50 percent of their forces. c. Destroy the defending unit's combat effectiveness. d. Force the defending unit to withdraw. 4. The OPFOR retains combat effectiveness. TRAINING NOTE: Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1) The evaluator, in assessing the combat effectiveness of a unit, must consider such factors as the status of fuel, ammunition, weapons systems, and personnel.

**ELEMENT:** Economics and Commerce Team

**TASK:** Provide Economic Development Support (41-5-0022)

(FM 41-10)	(AR 710-2)	(DA Pam 27-1)
(DA Pam 710-2-1)	(FM 100-23)	(FM 100-23-1)
(FM 100-5)	(FM 101-5)	(FM 101-5-1)
(FM 27-10)	(FM 90-29)	(FM 90-41)
(ST 41-10-11)	(ST 41-10-2)	(ST 41-10-6)
(TC 7-98-1)		

**ITERATION:** 1 2 3 4 5 M (Circle)

**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** As a Civil Affairs economics and commerce team in a field environment, given AR 710-2, DA Pam 27-1, DA Pam 710-2-1, FM 100-23, FM 100-23-1, FM 100-5, FM 101-5, FM 101-5-1, FM 27-10, FM 41-10, FM 90-29, FM 90-41, ST 41-10-2, ST 41-10-6, ST 41-10-11, and TC 7-98-1. The commander has been tasked to direct civil-military operations (CMO) within the area of operations (AO). Command and control, logistics, administration, communications, and security have been established in the AO. United States policies and objectives and foreign nation (FN) and U.S. agreements for the conduct of CMO are available. The FN government can conduct limited operations. Some iterations of this task should be performed in MOPP4.

**TASK STANDARDS:** The economic development functional specialists evaluate the FN's economic, financial and labor systems, develop plans, and provide supervision to support the commander's intent in accordance with U.S. policies, objectives, and FN agreements.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>1. The economic development functional specialists conduct preliminary assessment and mission preparation.</p> <ul style="list-style-type: none"> <li>a. Analyze the situation and potential courses of action (COAs) considering mission, enemy, terrain and weather, troops available, time available, and civil considerations.</li> <li>b. Read the country and area studies.</li> <li>c. Receive the mission.</li> <li>d. Review the operation order.</li> <li>e. Review the supported unit's standing operating procedure.</li> <li>f. Establish connectivity and communications with the supported unit.</li> <li>g. Conduct mission analysis.</li> <li>h. Identify implied and specified tasks.</li> <li>i. Identify mission essential tasks.</li> <li>j. Prioritize tasks.</li> <li>k. Develop measures of effectiveness (MOEs) for each task.</li> <li>l. Develop a team plan for economic development support operations.</li> <li>m. Rehearse the team plan.</li> <li>n. Develop an initial transition plan for economic development support operations.</li> </ul> <p>2. The economic development functional specialists coordinate with appropriate staff sections, CA teams and other military units.</p> <ul style="list-style-type: none"> <li>a. Establish communications with other staff sections.</li> <li>b. Establish communications with other CA units.</li> <li>c. Establish communications with other units involved with economic, financial, and labor issues.</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>d. Determine mutual, overlapping, and collective economic development requirements within the force.</p> <p>e. Resolve duplication of effort.</p> <p>f. Coordinate activities.</p> <p>3. The economic development functional specialists establish liaison with appropriate nonmilitary agencies, organizations, and personnel.</p> <p>a. Identify international organizations, nongovernmental organizations, FN agencies, commercial and state owned industries, financial institutions, and other nonmilitary organizations involved with economic, financial, and labor issues.</p> <p>b. Determine authority, functions, and relationships of these agencies and organizations.</p> <p>c. Identify key personnel.</p> <p>d. Coordinate liaison activities with the supported unit's civil-military operations center and the S-5/G-5.</p> <p>e. Establish communications with key personnel.</p> <p>f. Determine scope, capabilities, and effectiveness of these agencies and organizations.</p> <p>g. Assess the activities of these agencies and organizations in relation to CMO.</p> <p>h. Maintain and document contacts and communications.</p> <p>4. The economic development functional specialists conduct a deliberate assessment of the AO.</p> <p>a. Execute the assessment using civil areas, structures, capabilities, organizations, people, and events as a guide to focus the assessment and establish the links between the supported commander's mission and the civil dimension.</p> <p>b. Review the area study, laws, international agreements, and other data sources for all issues relating to economic, financial, and labor use.</p> <p>c. Consolidate priority intelligence requirements.</p> <p>d. Identify available economic development and industrial resources.</p> <p>e. Determine currencies used, stability, and other mechanisms of exchange.</p> <p>f. Identify currency controls, restrictions, and exchange rates.</p> <p>g. Identify the organizational structure, scope, and capacities of the economic development systems, recording shortfalls and deficiencies.</p> <p>h. Assess the FN public budget and budgetary procedures.</p> <p>i. Assess FN taxation and revenue producing systems.</p> <p>j. Assess FN treasury and central banking operations.</p> <p>k. Assess FN monetary and fiscal policies.</p> <p>l. Assess FN commercial banking policies.</p> <p>m. Assess FN industrial policies.</p> <p>n. Survey FN major means of production, distribution, and marketing channels, and locations of raw materials.</p> <p>o. Survey types, quantities, and sources of commodities entering the market.</p> <p>p. Evaluate the FN labor system by determining employment levels, number of skilled and unskilled workers, and types of labor in demand.</p> <p>q. Determine wage rates and pay scales.</p> <p>r. Determine the presence of labor unions, their political and social influence, and their possible effect on labor negotiations.</p> <p>s. Determine legal restrictions affecting the employment of FN labor.</p> <p>t. Determine civilian economic development requirements.</p> <p>u. Assess the ability of the economic, financial, and labor systems to provide support to both the military and civilian sectors.</p>		



TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>v. Determine the civilian impact on military operations.</li> <li>w. Determine the military impact on civilians.</li> <li>x. Develop strategies to support the economic, financial, and labor needs of both the military and civilian sectors.</li> <li>y. Determine the labor, resources, and technical expertise needed to reestablish economic, financial, labor, and industrial systems.</li> <li>z. Develop plans for intermediate and long-term reconstruction.</li> <li>aa. Conduct continuous deliberate assessment updates.</li> <li>ab. Evaluate MOEs, as directed.</li> <li>ac. Refine the transition plan for economic development support operations.</li> </ul> <p>5. The economic development functional specialists develop plans to rehabilitate the national and local economies.</p> <ul style="list-style-type: none"> <li>a. Develop plans for reestablishing foreign trade.</li> <li>b. Develop plans to prevent black marketing activities.</li> <li>c. Develop plans to promote industry.</li> <li>d. Develop plans to improve FN financial and commercial administration.</li> <li>e. Develop plans to develop and train labor resources.</li> <li>f. Develop plans to coordinate and assist in other sponsored development initiatives.</li> </ul> <p>6. The economic development functional specialists brief the team chief or commander on matters concerning economic development activities within the AO.</p> <ul style="list-style-type: none"> <li>a. Determine COAs based on the assessment.</li> <li>b. Select advantages and disadvantages of COAs.</li> <li>c. Determine conclusions and recommendations.</li> <li>d. Prepare a decision brief.</li> <li>e. Brief the recommended COA to the team chief or commander.</li> </ul> <p>7. The economic development functional specialists implement the selected COA.</p> <ul style="list-style-type: none"> <li>a. Provide oversight and supervision on the implementation of the COA based upon the commander's directive.</li> <li>b. Monitor the progress of the implementation.</li> <li>c. Evaluate the effectiveness of the implementation.</li> <li>d. Apprise the commander and staff on the status of the FN's economic development systems.</li> </ul>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*\*" Indicates a leader task step.

**SUPPORTING INDIVIDUAL TASKS**

Task Number	Task Title	References
01-9108.50-3004	Conduct a Civil Affairs Area Assessment	STP 41-38II-OFS
01-9108.50-3010	Assist in Planning Foreign Nation Support	STP 41-38II-OFS
01-9108.50-3012	Coordinate Support From Private Voluntary and Nongovernment Organizations	STP 41-38II-OFS

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
01-9108.50-3016	Establish Liaison With Nonmilitary Agencies and Organizations	STP 41-38II-OFS
04-9108.01-0001	Prepare a Civil-Military Operations Estimate of the Situation	STP 41-38II-OFS
04-9108.02-0105	Prepare Priority Intelligence Requirements	STP 41-38II-OFS
04-9108.02-0106	Disseminate Collected Information	STP 41-38II-OFS
04-9108.05-0021	Prepare a Civil Affairs Annex to an Operations Plan or Order	STP 41-38II-OFS
04-9108.07-0021	Prepare a Periodic Civil Affairs Report	STP 41-38II-OFS
331-911-0003	Maintain Journals, Status Boards, Visual Display Charts, and Graphs Required to Manage Civil Affairs Operations	STP 41-38A1-SM
331-911-0004	Integrate Graphics and Overlays With Other Staff Sections	STP 41-38A1-SM
331-911-0006	Support the Conduct of an Area Assessment	STP 41-38A1-SM
331-911-0007	Analyze the Legal Aspects of the Law of Land Warfare on Military Operations	STP 41-38A1-SM
331-911-0011	Process Area and Functional Specialty Assessments	STP 41-38A24-SM-TG
331-911-0013	Support the Development of Programs That Encourage Civilian Population Support	STP 41-38A24-SM-TG
331-911-0301	Identify the Civil Affairs Missions	STP 41-38A1-SM
331-911-0303	Identify Army Command Structure and Staff Procedures and Responsibilities	STP 41-38A1-SM
331-911-0305	Assist in the Preparation of a Military Briefing	STP 41-38A1-SM
331-911-0306	Conduct Information Gathering Through Civil Affairs Activities	STP 41-38A1-SM
331-911-0307	Identify the Responsibilities, Functions, and Staff Coordination Requirements of a Civil Affairs Staff Noncommissioned Officer	STP 41-38A24-SM-TG
331-911-0308	Prepare Civil Affairs Annex	STP 41-38A24-SM-TG
331-911-0309	Conduct Civil Affairs Situational Briefing	STP 41-38A24-SM-TG
331-911-0310	Supervise the Processing of Foreign Nation, Government Organization, and Nongovernment Organization Message Traffic	STP 41-38A24-SM-TG
331-911-0311	Provide Input to the Theater Operations Plan/Operations Order Annex	STP 41-38A24-SM-TG
331-911-0401	Identify the Responsibilities and Functions of the Civil-Military Operations Staff Section	STP 41-38A1-SM
331-911-0402	Process Civil-Military Operations Reports	STP 41-38A24-SM-TG
331-911-0403	Support the Preparation of a Civil-Military Operations Estimate of the Situation	STP 41-38A1-SM
331-911-0409	Advise the Commander on Significant Economic Factors That Affect Civil-Military Operations	STP 41-38A24-SM-TG
331-911-0412	Coordinate Civil-Military Operations With U.S., Foreign Nation, and International Organizations	STP 41-38A24-SM-TG
331-911-0413	Coordinate the Development and Maintenance of an Information Database in Support of Civil-Military Operations	STP 41-38A24-SM-TG
331-911-0419	Supervise the Preparation and the Update of a Civil-Military Operations Estimate	STP 41-38A24-SM-TG

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-0451	Conduct Liaison Between Commanders and Local Leaders	STP 41-38A24-SM-TG
331-911-0453	Advise the Commander and Local Leaders in the Corrections of any Shortcomings That Are Detected Within the U.S.-Sponsored Government	STP 41-38A24-SM-TG
331-911-0501	Identify the Roles, Missions, and Functions of Nongovernmental Organizations, Private Voluntary Organizations, and Other Government Organizations	STP 41-38A1-SM
331-911-0650	Identify the Missions and Responsibilities of the Labor Specialty	STP 41-38A1-SM
331-911-0651	Monitor Compliance With Labor Agreements	STP 41-38A24-SM-TG
331-911-0652	Coordinate Requirements With Key Labor Personnel and Organizations for Local Labor Support	STP 41-38A24-SM-TG
331-911-0653	Coordinate to Ensure U.S. Compliance With International Laws and Conventions Regarding Use of Civilian Labor	STP 41-38A24-SM-TG
331-911-0654	Support Local Government Agencies in Establishing and Administering Labor Programs	STP 41-38A24-SM-TG
331-911-0751	Report on the Effectiveness of Local Government Agencies	STP 41-38A24-SM-TG
331-911-0850	Identify the Missions and Responsibilities of the Public Finance Specialty	STP 41-38A1-SM
331-911-0851	Coordinate the Security of Assets of Financial Institutions Within the Area of Operations	STP 41-38A24-SM-TG
331-911-1053	Coordinate Acquisition of Resources to Meet Military Needs	STP 41-38A24-SM-TG
331-911-1100	Identify the Missions and Responsibilities of the Economics and Commerce Specialty	STP 41-38A1-SM
331-911-1101	Report on the Current Local Exports and Imports (to Include Type, Quantity, and Market) Within the Area of Operations	STP 41-38A24-SM-TG
331-911-1102	Support the Local Planning of Economic Goals and Programs Within the Area of Operations	STP 41-38A24-SM-TG
331-911-1103	Report on the Effectiveness of Government Economic and Commercial Agencies	STP 41-38A24-SM-TG
331-911-1104	Report on the Effectiveness of Government Economic Controls	STP 41-38A24-SM-TG
331-911-1105	Support the Development of Economic Plans to Prevent Black Market Activities	STP 41-38A24-SM-TG
331-911-1106	Support the Planning of Price Control and Rationing Programs	STP 41-38A24-SM-TG
331-911-1107	Supervise the Rationing Program	STP 41-38A24-SM-TG
331-911-1551	Describe the Impact of Military Operations on Civilians in the Area of Operations	STP 41-38A1-SM
S1-9108.50-3003	Determine How the Special Operations Imperatives Relate to Civil Affairs Operations	STP 41-38II-OFS

**SUPPORTING COLLECTIVE TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
31-2-0100.41-5001	Conduct Mission Planning (CA Team)	ARTEP 41-701-10-MTP
31-3-0011.41-5003	Conduct Area Assessment (CA Team)	ARTEP 41-701-10-MTP
41-5-0005	Conduct Civil-Military Operations With a Supported Unit	ARTEP 41-701-10-MTP
41-5-0009	Determine Civil Affairs Functional Specialty Requirements	ARTEP 41-701-10-MTP

**OPFOR TASKS AND STANDARDS**

**TASK:** Perform as a Government-in-Exile Interior Ministry Official (41-OPFOR-0034)

**CONDITIONS:** Given a detailed script, the role player will keep with the cultural norm for the geographical region in the scenario, have some type of identification papers and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the United States (U.S.) Government or military with security from his own government if appropriate. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of specific local and regional public facilities problems; public safety concerns to include fire and rescue issues; and be concerned about dislocated civilians and noncombatant evacuation issues. He should have a contact list of persons who support the exiled government and can be trusted to cooperate with the unit commander. The role player has a solid grasp of the current mission and his counterpart's role (government team Judge Advocate General). The role player should, per his government's wishes and instructions, display a willingness to fully cooperate with the U.S. forces as well as support the U.S. presence in his homeland. Initial rapport has been established, and parties are currently on a friendly basis.

**STANDARDS:** 1. The role player provides the unit with specific regional and governmental information designed to allow interaction with individuals who are sympathetic to the exiled government. The role player has contacts in host nation (HN) agencies, HN military forces, and any nongovernmental organizations or international organizations operating in the HN. He provides information concerning his government's activities that directly impact on the mission. The role player has authority to approve or assist in the coordination of the conduct of military operations on behalf of the exiled government within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will address typical internal security and safety concerns for a service-oriented government, requiring knowledge of the issues for such services on the part of the CA team. The results of the interaction will be that a mutually agreeable outline is drafted for public services assistance addressing public facilities problems, public safety concerns to include fire and rescue issues, dislocated civilians, and noncombatant evacuation. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the government-in-exile as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. Cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as a Government-in-Exile Ministry of Economics (41-OPFOR-0035)

**CONDITIONS:** Given a detailed script, the role player will keep with the cultural norm for the geographical region in the scenario, have some type of identification and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the United States (U.S.) Government or military with security from his own government if appropriate. The role player will be knowledgeable of the policies and political

realities of the role that he is portraying. He should have knowledge of specific local and regional commercial and economic concerns and be concerned about the impact of dislocated civilians and food supplies on the local economy. Additionally, he should possess a contact list of persons who support the exiled government and can be trusted to cooperate with the unit commander. The role player has a solid grasp of the current mission and his counterpart's role (economic and commerce team). The role player should, per his government's wishes and instructions, display a willingness to cooperate with the U.S. forces and support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis.

**STANDARDS:** 1. The role player provides the unit with specific regional and governmental information designed to allow interaction with the exiled government. Information provided by the role player includes contacts in host nation (HN) agencies, nongovernmental organizations, international organizations operating in the (HN), and his government's activities that directly impact on the mission. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will address typical economic and commercial concerns for the government, requiring knowledge of the typical economic issues for emerging nations on the part of the CA team. The results of the interaction will be that a mutually agreeable outline is drafted for economic assistance in coordination with United States Agency for International Development. The outline addresses the current problems, future economic conditions and commercial partnerships, as well as food loan import and export agreements. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the government-in-exile as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. The cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as a Member of a Host Nation Government Ministry (41-OPFOR-0030)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the cultural norms of the host nation (HN), some type of identification papers verifying his status, rank, name, unit, and clearance, and speak with an accent close to that of the actual area of responsibility (AOR) that he represents. If appropriate, he should be accompanied by a security element from his country or an allied nation if the scenario is in a North Atlantic Treaty Organization/United Nations atmosphere. The role player will be knowledgeable of the cultural, political and personal morals, beliefs and policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (United States [U.S.] CA player). The role player should, per his government's wishes and instructions, display a willingness to fully cooperate with the U.S. forces as well as support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart of the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific HN governmental information designed to allow interaction with HN (local) or allied agencies or military forces and has the authority to coordinate HN government support within his regional/local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will provide the role player with specific concerns regarding current problems in the agricultural status of the HN, and inquiries into what assistance can be provided in training, research, equipment, funding, distribution, and sales. 2. The role player acts in accordance with (IAW) the cultural norms established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with the unit's war-traced AOR, providing solid insight into the actual political conditions and business practices within that area. Ethnic volunteers from the region would be helpful for realism. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The national interests as known for the CA unit's war-traced AOR. b. The bureaucratic interests

assigned by the scenario. c. The scripted personality or personal interests. d. The cultural norms of the unit's war-traced AOR.

**TASK:** Perform as a Member of the U.S. Defense Attaché Team (41-OPFOR-0032)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the United States (U.S.) Department of State (DOS) and defense policies, some type of identification papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Diplomatic Security Corps. The role player will be knowledgeable of the policies of the role being portrayed (role player and scriptwriters should check out the Web page of the DOS to find procedures and policies for defense attaché). The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart of the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies, HN or allied military forces, U.S. Government agencies, and any nongovernmental organizations (NGO) or international organizations (IO) operating in the theater. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the requested support. Role player also has the authority to approve and assist in the coordination of the conduct of military operations within his regional and local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will follow along the premise that any action causes a normal reaction based upon DOS policies and procedures, protocol for U.S. diplomats and level of authority based upon his position in the Embassy. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with the DOS's normal operating procedures, providing solid insight into the actual political conditions and business practices within that area. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the DOS as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform as a Government-in-Exile Judicial Official (41-OPFOR-0033)

**CONDITIONS:** Given a detailed script, the role player will keep with the cultural norm for the geographic region in the scenario and have some type of identification papers and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the United States (U.S.) Government or military or security from his own government if appropriate. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of local and regional judicial and legal problems. Additionally, he should have a contact list of persons who support the exiled government and can be trusted to cooperate with the unit commander. The role player has a solid grasp of the current mission and his counterpart's role (government team Judge Advocate General). The role player should, per his government's wishes and instructions, display a willingness to cooperate fully with the U.S. forces, as well as support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis.

**STANDARDS:** 1. The role player provides the unit with specific regional and governmental information designed to allow interaction with individuals who are sympathetic to the exiled government. He has

contacts in host nation (HN) agencies, HN military forces, nongovernmental organizations or international organizations operating in the HN. The role player provides information concerning his government's activities that directly impact on the mission to include judicial reform policies and directives that will be broadcast to the population. He has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The role player can approve or assist in the coordination of the conduct of military operations on behalf of the exiled government within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will allow the role player to address typical judicial concerns for a reform movement in a closed society, requiring knowledge of the issues for such reform on the part of the CA team. The results of the interaction will be a mutually agreeable outline for judicial reform. Judicial reform measures will be based upon a legal foundation that the exiled government has chosen. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the government-in-exile as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. International law. e. Cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as a Representative of Resistance Leadership (41-OPFOR-0036)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the cultural norm for the geographical region in the scenario and some type of identification papers and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the U.S. Government or military with security from his own resistance forces or shadow government if appropriate. (His presence should be fully supported by the Embassy.) The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of local and regional problems. Additionally, he should know persons who support the resistance and can be trusted to cooperate with the unit commander as the mission progresses. The role player has a solid grasp of the current mission and his counterpart's role (U.S. Country Team or CA player). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation. The role player should display a willingness to fully cooperate with the U.S. forces if doing so supports his own personal interests and possibly those of the government that he supports. He also supports the U.S. presence in his homeland.

**STANDARDS:** 1. The role player provides the unit with specific regional tactical and strategic intelligence designed to allow interaction with individuals who are sympathetic to the government. The role player has contacts in national agencies, military forces, and nongovernmental organizations or international organizations operating in the host nation. He provides information concerning his past, present, and future activities that directly impact on the mission to include policies and directives that will be broadcast to the populace. He has the authority to coordinate or negotiate support in the way of personnel, equipment, facilities, and land. The role player has the authority to approve and assist in the coordination of the conduct of military operations on behalf of the resistance within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. The role player will specifically address issues regarding dislocated civilians, health issues in his region, environmental concerns, skills training for ex-resistance forces, crop damages and effects of natural disasters, economic aid to the resistance after hostilities, and demobilization of the resistance forces. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the shadow government as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The

scripted personality or personal interests. d. International law. e. The cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as a Foreign Citizen (Neutral Attitude) (41-OPFOR-0038)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the cultural norms for the geographical region in the scenario and some type of identification papers verifying his status, name, and residence. If appropriate, he should be accompanied by a security element from the United States (U.S.) military police or local law enforcement. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the U.S. military mission. Initial rapport has been established but not necessarily on a friendly basis. The role player should display a very neutral attitude toward cooperating with the U.S. forces and an apathetic feeling about supporting the U.S. presence in his homeland.

**STANDARDS:** 1. The role player will cooperate and assist U.S., coalition, and allied operations whenever and wherever possible, only if doing so serves his political interests or financial needs. He is reluctant to become decisively involved in any activities that will position him on one side or the other. Scripting will be such that the role player will be capable of providing some services to the reception, staging, onward movement, and integration phase in transportation, fresh foods, interpreters, contract labor, and so on. The role player requests assistance in submitting papers for economic development loans for a private business venture. The results of the interaction will be based solely upon the failure or success of the CA unit to properly prepare with adequate knowledge of how the role player feels about the mission, how he culturally reacts to certain approaches, and what it takes to cooperate in the civil-military environment. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with normal procedures, providing solid insight into the actual political conditions and personal beliefs and feelings within that area. 4. The role player supports actions that do not conflict with: a. His national and/or bureaucratic interest. b. His personality and personal interest.

**TASK:** Perform as U.S. Government Official (41-OPFOR-0037)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with United States (U.S.) Government policies, some type of papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Government or U.S. military. The role player will be knowledgeable of the policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the requested support. The role player has authority to approve and assist in the coordination of the conduct of military operations within his regional or local area of control. These actions will be based upon an action-reaction or cause-and-effect process. Scripting will allow the role player to request information on the current status of economic reviews, education reviews and public safety improvement projects, provide details of approved public facilities projects, coordinate for health assessments in areas deemed important by the U.S. Ambassador. 2. The role player acts in accordance with (IAW) the rules established



for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. This role player could portray someone from the Department of the Treasury, Federal Bureau of Investigation, Department of Defense or the intelligence community. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the U.S. Government as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform an Air Attack (41-OPFOR-0001)

**CONDITIONS:** An opposing force (OPFOR) element is able to employ aircraft.

**STANDARDS:** 1. The OPFOR surprises the unit with an air attack. 2. The OPFOR prevents the unit from completing its assigned mission. 3. The OPFOR does not lose any aircraft to ground fire.

**TASK:** Conduct a Vehicular Ambush (41-OPFOR-0002)

**CONDITIONS:** An opposing force (OPFOR) element is positioned on the unit's route.

**STANDARDS:** 1. The OPFOR prevents the unit from meeting its specified time schedule. 2. The OPFOR forces the unit to deviate from its specified route. 3. The OPFOR prevents the unit from reaching its assigned destination. 4. The OPFOR surprises the main body. 5. The OPFOR destroys the unit's combat effectiveness. TRAINING NOTE: Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1, *Operational Terms and Graphics*) The evaluator must consider such factors as the status of fuel, ammunition, weapons systems, and personnel in assessing the combat effectiveness of a unit.

**TASK:** Perform Chemical Operations (41-OPFOR-0006)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR prevents detection and warning of planned chemical attacks. 2. The OPFOR surprises the unit and uses chemical agents.

**TASK:** Disrupt Sustainment Operations (41-OPFOR-0011)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the unit performing sustainment operations. 2. The OPFOR prevent the unit from rearming, refueling, and resupplying. 3. The OPFOR prevent the unit from eating and sleeping.

**TASK:** Conduct an Attack (41-OPFOR-0012)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the main body of the unit. 2. The OPFOR avoids being fixed (for example, they retain freedom of movement). 3. The OPFOR accomplishes the assigned task when they—  
a. Seize the assigned terrain. b. Penetrate the defense with at least 50 percent of their forces. c. Destroy the defending unit's combat effectiveness. d. Force the defending unit to withdraw. 4. The OPFOR retains combat effectiveness. **TRAINING NOTE:** Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1) The evaluator, in assessing the combat effectiveness of a unit, must consider such factors as the status of fuel, ammunition, weapons systems, and personnel.

**ELEMENT:** Public Facilities Team

**TASK:** Provide Public Communications Support (41-5-0023)

(FM 41-10)	(AR 710-2)	(DA Pam 27-1)
(DA Pam 710-2-1)	(FM 100-23)	(FM 100-23-1)
(FM 100-5)	(FM 101-5)	(FM 101-5-1)
(FM 27-10)	(TC 90-29)	(FM 90-41)
(ST 41-10-14)	(TC 7-98-1)	

**ITERATION:** 1 2 3 4 5 M (Circle)

**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** As a Civil Affairs public facilities team in a field environment, given AR 710-2, DA Pam 27-1, DA Pam 710-2-1, FM 100-23, FM 100-23-1, FM 100-5, FM 101-5, FM 101-5-1, FM 27-10, FM 41-10, FM 90-29, FM 90-41, ST 41-10-14, and TC 7-98-1. The commander has been tasked to direct civil-military operations (CMO) within the area of operations (AO). Command and control, logistics, administration, communications, and security have been established in the AO. United States (U.S.) policies and objectives and foreign nation (FN) and U.S. agreements for the conduct of CMO are available. The FN government can conduct limited operations. Some iterations of this task should be performed in MOPP4.

**TASK STANDARDS:** The public communications functional specialists evaluate the FN’s public communications systems, develop plans, and provide supervision to support the commander’s intent in accordance with U.S. policies, objectives, and FN agreements.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> <li>1. The public communications functional specialists conduct preliminary assessment and mission preparation.                             <ol style="list-style-type: none"> <li>a. Analyze the situation and potential courses of action (COAs) considering mission, enemy, terrain and weather, troops available, time available, and civil considerations.</li> <li>b. Read the country and area studies.</li> <li>c. Receive the mission.</li> <li>d. Review the operation order.</li> <li>e. Review the supported unit’s standing operating procedure.</li> <li>f. Establish connectivity and communications with the supported unit.</li> <li>g. Conduct mission analysis.</li> <li>h. Identify implied and specified tasks.</li> <li>i. Identify mission essential tasks.</li> <li>j. Prioritize tasks.</li> <li>k. Develop measures of effectiveness (MOEs) for each task.</li> <li>l. Develop a team plan for public communications support operations.</li> <li>m. Rehearse the team plan.</li> <li>n. Develop an initial transition plan for public communications support operations.</li> </ol> </li> <li>2. The public communications functional specialists coordinate with appropriate staff sections, CA teams, and other military units.                             <ol style="list-style-type: none"> <li>a. Establish communications with other staff sections.</li> <li>b. Establish communications with other CA units.</li> <li>c. Establish communications with other units involved with public communications issues.</li> <li>d. Determine mutual, overlapping, and collective communication requirements within the force.</li> </ol> </li> </ol>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>e. Resolve duplication of effort. f. Coordinate activities.</p> <p>3. The public communications functional specialists establish liaison with appropriate nonmilitary agencies, organizations, and personnel.</p> <p>a. Identify international organizations, nongovernmental organizations, FN agencies, and other nonmilitary organizations involved with public communications issues. b. Determine authority, functions, and relationships of these agencies and organizations. c. Identify key personnel. d. Coordinate liaison activities with the supported unit's civil-military operations center and S-5/G-5. e. Establish communications with key personnel. f. Determine scope, capabilities, and effectiveness of these agencies and organizations. g. Assess the activities of these agencies and organizations in relation to CMO. h. Maintain and document contacts and communications.</p> <p>4. The public communications functional specialists conduct a deliberate assessment of the AO.</p> <p>a. Execute the assessment using civil areas, structures, capabilities, organizations, people, and events as guide to focus the assessment and establish the links between the supported commander's mission and the civil dimension. b. Review the area study, laws, international agreements, and other data sources for all issues relating to public communications. c. Consolidate priority intelligence requirements. d. Identify available communication resources. e. Identify the organization, nets, and capacities of the communication systems; recording damage. f. Determine civilian communications requirements. g. Assess the ability of the communication systems to provide support to both the military and civilian sectors. h. Determine the civilian impact on military operations. i. Determine the military impact on civilians. j. Develop strategies to meet the communications needs of both the military and civilian sectors. k. Determine the labor, replacement parts, equipment, and technical expertise needed to reestablish communication systems. l. Develop plans for intermediate and long-term reconstruction. m. Conduct continuous deliberate assessment updates. n. Evaluate MOEs, as directed. o. Refine the transition plan for public communications support operations.</p> <p>5. The public communications functional specialists brief the team chief or commander on matters concerning public communications activities within the AO.</p> <p>a. Determines COAs based on the assessment. b. Select advantages and disadvantages of COAs. c. Determine conclusions and recommendations. d. Prepare a decision brief. e. Brief the recommended COA to the team chief or commander.</p> <p>6. The public communications functional specialists implement the selected COA.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
a. Provide oversight and supervision on the implementation of the COA based upon the commander's directive. b. Monitor the progress of the implementation. c. Evaluate the effectiveness of the implementation. d. Apprise the commander and staff on the status of the FN's public communications systems.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*" Indicates a leader task step.

**SUPPORTING INDIVIDUAL TASKS**

Task Number	Task Title	References
01-9108.50-3004	Conduct a Civil Affairs Area Assessment	STP 41-38II-OFS
01-9108.50-3012	Coordinate Support From Private Voluntary and Nongovernment Organizations	STP 41-38II-OFS
01-9108.50-3016	Establish Liaison With Nonmilitary Agencies and Organizations	STP 41-38II-OFS
04-9108.01-0001	Prepare a Civil-Military Operations Estimate of the Situation	STP 41-38II-OFS
04-9108.02-0105	Prepare Priority Intelligence Requirements	STP 41-38II-OFS
04-9108.02-0106	Disseminate Collected Information	STP 41-38II-OFS
04-9108.05-0021	Prepare a Civil Affairs Annex to an Operations Plan or Order	STP 41-38II-OFS
04-9108.07-0021	Prepare a Periodic Civil Affairs Report	STP 41-38II-OFS
331-911-0003	Maintain Journals, Status Boards, Visual Display Charts, and Graphs Required to Manage Civil Affairs Operations	STP 41-38A1-SM
331-911-0004	Integrate Graphics and Overlays With Other Staff Sections	STP 41-38A1-SM
331-911-0006	Support the Conduct of an Area Assessment	STP 41-38A1-SM
331-911-0007	Analyze the Legal Aspects of the Law of Land Warfare on Military Operations	STP 41-38A1-SM
331-911-0011	Process Area and Functional Specialty Assessments	STP 41-38A24-SM-TG
331-911-0301	Identify the Civil Affairs Missions	STP 41-38A1-SM
331-911-0303	Identify Army Command Structure and Staff Procedures and Responsibilities	STP 41-38A1-SM
331-911-0305	Assist in the Preparation of a Military Briefing	STP 41-38A1-SM
331-911-0306	Conduct Information Gathering Through Civil Affairs Activities	STP 41-38A1-SM
331-911-0307	Identify the Responsibilities, Functions, and Staff Coordination Requirements of a Civil Affairs Staff Noncommissioned Officer	STP 41-38A24-SM-TG
331-911-0308	Prepare Civil Affairs Annex	STP 41-38A24-SM-TG
331-911-0309	Conduct Civil Affairs Situational Briefing	STP 41-38A24-SM-TG

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-0310	Supervise the Processing of Foreign Nation, Government Organization, and Nongovernment Organization Message Traffic	STP 41-38A24-SM-TG
331-911-0311	Provide Input to the Theater Operations Plan/Operations Order Annex	STP 41-38A24-SM-TG
331-911-0401	Identify the Responsibilities and Functions of the Civil-Military Operations Staff Section	STP 41-38A1-SM
331-911-0402	Process Civil-Military Operations Reports	STP 41-38A24-SM-TG
331-911-0403	Support the Preparation of a Civil-Military Operations Estimate of the Situation	STP 41-38A1-SM
331-911-0409	Advise the Commander on Significant Economic Factors That Affect Civil-Military Operations	STP 41-38A24-SM-TG
331-911-0412	Coordinate Civil-Military Operations With U.S., Foreign Nation, and International Organizations	STP 41-38A24-SM-TG
331-911-0413	Coordinate the Development and Maintenance of an Information Database in Support of Civil-Military Operations	STP 41-38A24-SM-TG
331-911-0419	Supervise the Preparation and the Update of a Civil-Military Operations Estimate	STP 41-38A24-SM-TG
331-911-0451	Conduct Liaison Between Commanders and Local Leaders	STP 41-38A24-SM-TG
331-911-0453	Advise the Commander and Local Leaders in the Corrections of any Shortcomings That Are Detected Within the U.S.-Sponsored Government	STP 41-38A24-SM-TG
331-911-0501	Identify the Roles, Missions, and Functions of Nongovernmental Organizations, Private Voluntary Organizations, and Other Government Organizations	STP 41-38A1-SM
331-911-1250	Identify the Missions and Responsibilities of the Public Communications Specialty	STP 41-38A1-SM
331-911-1251	Report on Private and Public Communications Systems	STP 41-38A24-SM-TG
331-911-1252	Coordinate the Allocation of Civilian Communications Resources for Civilian and Military Use	STP 41-38A24-SM-TG
331-911-1253	Coordinate Foreign Nations Communications Links	STP 41-38A24-SM-TG
331-911-1254	Coordinate the Maintenance of Communications Systems	STP 41-38A24-SM-TG
331-911-1256	Coordinate the Direction of Civil Communication Agencies as Required	STP 41-38A24-SM-TG
331-911-1551	Describe the Impact of Military Operations on Civilians in the Area of Operations	STP 41-38A1-SM
S1-9108.50-3003	Determine How the Special Operations Imperatives Relate to Civil Affairs Operations	STP 41-38II-OFS

**SUPPORTING COLLECTIVE TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
31-2-0100.41-5001	Conduct Mission Planning (CA Team)	ARTEP 41-701-10-MTP
31-3-0011.41-5003	Conduct Area Assessment (CA Team)	ARTEP 41-701-10-MTP
41-5-0005	Conduct Civil-Military Operations With a Supported Unit	ARTEP 41-701-10-MTP
41-5-0009	Determine Civil Affairs Functional Specialty Requirements	ARTEP 41-701-10-MTP

**OPFOR TASKS AND STANDARDS**

**TASK:** Perform as a Government-in-Exile Interior Ministry Official (41-OPFOR-0034)

**CONDITIONS:** Given a detailed script, the role player will keep with the cultural norm for the geographical region in the scenario, have some type of identification papers and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the United States (U.S.) Government or military with security from his own government if appropriate. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of specific local and regional public facilities problems; public safety concerns to include fire and rescue issues; and be concerned about dislocated civilians and noncombatant evacuation issues. He should have a contact list of persons who support the exiled government and can be trusted to cooperate with the unit commander. The role player has a solid grasp of the current mission and his counterpart's role (government team Judge Advocate General). The role player should, per his government's wishes and instructions, display a willingness to fully cooperate with the U.S. forces as well as support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis.

**STANDARDS:** 1. The role player provides the unit with specific regional and governmental information designed to allow interaction with individuals who are sympathetic to the exiled government. The role player has contacts in host nation (HN) agencies, HN military forces, and any nongovernmental organizations or international organizations operating in the HN. He provides information concerning his government's activities that directly impact on the mission. The role player has authority to approve or assist in the conduct of military operations on behalf of the exiled government within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will address typical internal security and safety concerns for a service-oriented government, requiring knowledge of the issues for such services on the part of the CA team. The results of the interaction will be that a mutually agreeable outline is drafted for public services assistance addressing public facilities problems, public safety concerns to include fire and rescue issues, dislocated civilians, and noncombatant evacuation. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the government-in-exile as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. Cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as a Government-in-Exile Ministry of Economics (41-OPFOR-0035)

**CONDITIONS:** Given a detailed script, the role player will keep with the cultural norm for the geographical region in the scenario, have some type of identification and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be

accompanied by a security element from the United States (U.S.) Government or military with security from his own government if appropriate. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of specific local and regional commercial and economic concerns and be concerned about the impact of dislocated civilians and food supplies on the local economy. Additionally, he should possess a contact list of persons who support the exiled government and can be trusted to cooperate with the unit commander. The role player has a solid grasp of the current mission and his counterpart's role (economic and commerce team). The role player should, per his government's wishes and instructions, display a willingness to cooperate with the U.S. forces and support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis.

**STANDARDS:** 1. The role player provides the unit with specific regional and governmental information designed to allow interaction with the exiled government. Information provided by the role player includes contacts in host nation agencies, nongovernmental organizations, international organizations operating in the host nation, and his government's activities that directly impact on the mission. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will address typical economic and commercial concerns for the government, requiring knowledge of the typical economic issues for emerging nations on the part of the CA team. The results of the interaction will be that a mutually agreeable outline is drafted for economic assistance in coordination with United States Agency for International Development. The outline addresses the current problems, future economic conditions and commercial partnerships, as well as food loan import and export agreements. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the government-in-exile as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. The cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as a Member of the U.S. Defense Attaché Team (41-OPFOR-0032)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the United States (U.S.) Department of State (DOS) and defense policies, some type of identification papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Diplomatic Security Corps. The role player will be knowledgeable of the policies of the role being portrayed (role players and scriptwriters should check out the Web page of the DOS to find procedures and policies for defense attachés). The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the HN. Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart of the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies, HN or allied military forces, U.S. Government agencies, and any nongovernmental organizations (NGOs) or international organizations (IO) operating in the theater. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the requested support. The role player also has the authority to approve and assist in the coordination of the conduct of military operations within his regional and local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will follow along the premise that any action causes a normal reaction based upon DOS policies and procedures, protocol for U.S. diplomats and level of authority based upon his position in the Embassy. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves



IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with the DOS's normal operating procedures, providing solid insight into the actual political conditions and business practices within that area. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the DOS as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform as a Dislocated Civilian (Refugee) (41-OPFOR-0040)

**CONDITIONS:** Given a detailed script, the role player will fill a role as a refugee. A refugee is a civilian who has left home to seek safety because of real or imagined danger; for example, conflict among local farmers along the border, foreign nationals fleeing combat on the border, mountain people fleeing an earthquake or volcano eruption. The role player will have clothing and baggage that are suitable and in keeping with the cultural norms for his country of origin, some type of identification papers verifying his status, name, and country of residence. If appropriate, he should be scared for himself and his family's safety. He may have injuries that require immediate attention. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the United States (U.S.) military mission. Initial rapport has been established but not necessarily on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation. The role player should display a very neutral attitude toward cooperating with the U.S. forces and an apathetic feeling about supporting the U.S. presence in his homeland.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and the quality of his responses concerning the enemy and the local situation. Scripting will allow the role player to provide information in the following categories: enemy movements, movements of other dislocated civilians, crimes committed by others, health conditions observed, food and water availability, vehicles stranded by fuel or repair problems, and local police activities during the role player's movement. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures the role player moves onto and disrupts movement on main supply routes and interferes with tactical operations.

**TASK:** Perform as an Evacuee (41-OPFOR-0042)

**CONDITIONS:** Given a detailed script, the role player will fill a role in one of the following three categories of evacuee (each having specific differences): 1. United States (U.S.) military personnel specifically designated for evacuation as noncombatants. 2. Dependents of members of the U.S. Armed Forces. 3. Civilian employees of all agencies of the U.S. Government and their dependents. Noncombatant status also includes U.S. (or non-U.S.) citizens who may be authorized or assisted in evacuation by a competent authority: 1. Private U.S. citizens and their dependents. 2. Civilian employees of U.S. Government agencies and their dependents who, on their own volition, are residents in the concerned country but express the willingness to be evacuated. The role player should have clothing and baggage that are suitable and in keeping with the cultural norm for his country of origin in the scenario and some type of identification papers verifying his status, name, and residence. If appropriate, he should be scared for his safety and accompanied by family members. The role player will be knowledgeable of the policies and

political realities of the role that he is portraying. The role player has a solid grasp of the U.S. military mission. Initial rapport has been established, and all parties are currently on a friendly basis. The role player should display shock and concern about the evacuation.

**STANDARDS:** 1. The role player will cooperate and assist U.S., coalition, and allied operations whenever and wherever possible because it serves his safety needs and ensures his well-being. He is extremely helpful in providing information critical to the mission. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). (TRAINING NOTE: During evacuation operations, foreign nationals may be evacuated with U.S. citizens.) 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with normal procedures, providing solid insight into the actual political conditions and personal beliefs and feelings within that area. (TRAINING NOTE: As a group, the role players are generally cooperative. Some role players may exhibit irrational behavior such as refusing to board the aircraft without their pets.) 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. The role player supports actions that offer a rapid departure from the danger area. 5. The role player opposes actions that would prolong his stay in the area. Without positive controls he becomes unruly and disrupts the operation.

**TASK:** Perform as U.S. Government Official (41-OPFOR-0037)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with United States (U.S.) Government policies, some type of papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Government or U.S. military. The role player will be knowledgeable of the policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the requested support. The role player has authority to approve and assist in the coordination of the conduct of military operations within his regional or local area of control. These actions will be based upon an action-reaction or cause-and-effect process. Scripting will allow the role player to request information on the current status of economic reviews, education reviews and public safety improvement projects, provide details of approved public facilities projects, coordinate for health assessments in areas deemed important by the U.S. Ambassador. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. This role player could portray someone from the Department of the Treasury, Federal Bureau of Investigation, Department of Defense or the intelligence community. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the U.S. Government as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform an Air Attack (41-OPFOR-0001)

**CONDITIONS:** An opposing force (OPFOR) element is able to employ aircraft.

**STANDARDS:** 1. The OPFOR surprises the unit with an air attack. 2. The OPFOR prevents the unit from completing its assigned mission. 3. The OPFOR does not lose any aircraft to ground fire.

**TASK:** Conduct a Vehicular Ambush (41-OPFOR-0002)

**CONDITIONS:** An opposing force (OPFOR) element is positioned on the unit's route.

**STANDARDS:** 1. The OPFOR prevents the unit from meeting its specified time schedule. 2. The OPFOR forces the unit to deviate from its specified route. 3. The OPFOR prevents the unit from reaching its assigned destination. 4. The OPFOR surprises the main body. 5. The OPFOR destroys the unit's combat effectiveness. TRAINING NOTE: Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1, *Operational Terms and Graphics*) The evaluator must consider such factors as the status of fuel, ammunition, weapons systems, and personnel in assessing the combat effectiveness of a unit.

**TASK:** Perform Chemical Operations (41-OPFOR-0006)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR prevents detection and warning of planned chemical attacks. 2. The OPFOR surprises the unit and uses chemical agents.

**TASK:** Disrupt Sustainment Operations (41-OPFOR-0011)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the unit performing sustainment operations. 2. The OPFOR prevent the unit from rearming, refueling, and resupplying. 3. The OPFOR prevent the unit from eating and sleeping.

**TASK:** Conduct an Attack (41-OPFOR-0012)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the main body of the unit. 2. The OPFOR avoids being fixed (for example, they retain freedom of movement). 3. The OPFOR accomplishes the assigned task when they—  
a. Seize the assigned terrain. b. Penetrate the defense with at least 50 percent of their forces. c. Destroy the defending unit's combat effectiveness. d. Force the defending unit to withdraw. 4. The OPFOR retains combat effectiveness. TRAINING NOTE: Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1) The evaluator, in assessing the combat effectiveness of a unit, must consider such factors as the status of fuel, ammunition, weapons systems, and personnel.

**ELEMENT:** Public Facilities Team

**TASK:** Provide Public Transportation Support (41-5-0024)

(FM 41-10)	(AR 710-2)	(DA Pam 27-1)
(DA Pam 710-2-1)	(FM 100-23)	(FM 100-23-1)
(FM 100-5)	(FM 101-5)	(FM 101-5-1)
(FM 27-10)	(FM 5-436)	(FM 55-30)
(FM 90-29)	(FM 90-41)	(ST 41-10-15)
(TC 7-98-1)		

**ITERATION:** 1 2 3 4 5 M (Circle)

**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** As a Civil Affairs public facilities team in a field environment, given AR 710-2, DA Pam 27-1, DA Pam 710-2-1, FM 100-23, FM 100-23-1, FM 100-5, FM 101-5, FM 101-5-1, FM 27-10, FM 41-10, FM 5-436, FM 55-30, FM 90-29, FM 90-41, ST 41-10-15, and TC 7-98-1. The commander has been tasked to direct civil-military operations (CMO) within the area of operations (AO). Command and control, logistics, administration, communications, and security have been established in the AO. United States (U.S.) policies and objectives and foreign nation (FN) and U.S. agreements for the conduct of CMO are available. The FN government can conduct limited operations. Some iterations of this task should be performed in MOPP4.

**TASK STANDARDS:** The public transportation functional specialists evaluate the FN's transportation systems, develop plans, and provide supervision to support the commander's intent in accordance with U.S. policies, objectives, and FN agreements.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> <li>1. The public transportation functional specialists conduct preliminary assessment and mission preparation.                             <ol style="list-style-type: none"> <li>a. Analyze the situation and potential courses of action (COAs) considering mission, enemy, terrain and weather, troops available, time available, and civil considerations.</li> <li>b. Read the country and area studies.</li> <li>c. Receive the mission.</li> <li>d. Review the operation order.</li> <li>e. Review the supported unit's standing operating procedures.</li> <li>f. Establish connectivity and communications with the supported unit.</li> <li>g. Conduct mission analysis.</li> <li>h. Identify implied and specified tasks.</li> <li>i. Identify mission essential tasks.</li> <li>j. Prioritize tasks.</li> <li>k. Develop measures of effectiveness (MOEs) for each task.</li> <li>l. Develop a team plan for public transportation support operations.</li> <li>m. Rehearse the team plan.</li> <li>n. Develop an initial transition plan for public transportation support operations.</li> </ol> </li> <li>2. The public transportation functional specialists coordinate with appropriate staff sections, CA teams, and other military units.                             <ol style="list-style-type: none"> <li>a. Establish communications with other staff sections.</li> <li>b. Establish communications with other CA units.</li> <li>c. Establish communications with other units involved with transportation issues.</li> </ol> </li> </ol>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>d. Determine mutual, overlapping, and collective transportation requirements within the force.</li> <li>e. Resolve duplication of effort.</li> <li>f. Coordinate activities.</li> </ul> <p>3. The public transportation functional specialists establish liaison with appropriate nonmilitary agencies, organizations, and personnel.</p> <ul style="list-style-type: none"> <li>a. Identify international organizations, nongovernmental organizations, FN agencies, and other nonmilitary organizations involved with transportation issues.</li> <li>b. Determine authority, functions, and relationships of these agencies and organizations.</li> <li>c. Identify key personnel.</li> <li>d. Coordinate liaison activities with the supported unit's civil-military operation center and S-5/G-5.</li> <li>e. Establish communications with key personnel.</li> <li>f. Determine scope, capabilities, and effectiveness of these agencies and organizations.</li> <li>g. Assess the activities of these agencies and organizations in relation to CMO.</li> <li>h. Maintain and document contacts and communications.</li> </ul> <p>4. The public transportation functional specialists conduct a deliberate assessment of the AO.</p> <ul style="list-style-type: none"> <li>a. Execute the assessment using civil areas, structures, capabilities, organizations, people, and events as a guide to focus the assessment and establish the links between the supported commander's mission and the civil dimension.</li> <li>b. Review the area study, laws, international agreements, and other data sources for all issues relating to public transportation.</li> <li>c. Consolidate priority intelligence requirements.</li> <li>d. Identify available transportation resources.</li> <li>e. Identify the organization, nets, and capacities of the communication systems, recording damage.</li> <li>f. Determine civilian communications requirements.</li> <li>g. Assess the ability of the communication systems to provide support to both the military and civilian sectors.</li> <li>h. Determine the civilian impact on military operations.</li> <li>i. Determine the military impact on civilians.</li> <li>j. Develop strategies to meet the communications needs of both the military and civilian sectors.</li> <li>k. Determine the labor, replacement parts, equipment, fuel, and technical expertise needed to reestablish transportation systems.</li> <li>l. Develop plans for intermediate and long-term reconstruction.</li> <li>m. Conduct continuous deliberate assessment updates.</li> <li>n. Evaluate MOEs, as directed.</li> <li>o. Refine the transition plan for public transportation support operations.</li> </ul> <p>5. The public transportation functional specialists brief the team chief or commander on matters concerning transportation activities within the AO.</p> <ul style="list-style-type: none"> <li>a. Determines COAs based on the assessment.</li> <li>b. Select advantages and disadvantages of COAs.</li> <li>c. Determine conclusions and recommendations.</li> <li>d. Prepare a decision brief.</li> <li>e. Brief the recommended COA to the team chief or commander.</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
6. The public transportation functional specialists implement the selected COA. <ol style="list-style-type: none"> <li>Provide oversight and supervision on the implementation of the COA based upon the commander's directive.</li> <li>Monitor the progress of the implementation.</li> <li>Evaluate the effectiveness of the implementation.</li> <li>Apprise the commander and staff on the status of the FN's public communications systems.</li> </ol>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*\*" Indicates a leader task step.

### SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
01-9108.50-3004	Conduct a Civil Affairs Area Assessment	STP 41-38II-OFS
01-9108.50-3010	Assist in Planning Foreign Nation Support	STP 41-38II-OFS
01-9108.50-3012	Coordinate Support From Private Voluntary and Nongovernment Organizations	STP 41-38II-OFS
01-9108.50-3016	Establish Liaison With Nonmilitary Agencies and Organizations	STP 41-38II-OFS
04-9108.01-0001	Prepare a Civil-Military Operations Estimate of the Situation	STP 41-38II-OFS
04-9108.02-0105	Prepare Priority Intelligence Requirements	STP 41-38II-OFS
04-9108.02-0106	Disseminate Collected Information	STP 41-38II-OFS
04-9108.05-0021	Prepare a Civil Affairs Annex to an Operations Plan or Order	STP 41-38II-OFS
04-9108.07-0021	Prepare a Periodic Civil Affairs Report	STP 41-38II-OFS
331-911-0003	Maintain Journals, Status Boards, Visual Display Charts, and Graphs Required to Manage Civil Affairs Operations	STP 41-38A1-SM
331-911-0004	Integrate Graphics and Overlays With Other Staff Sections	STP 41-38A1-SM
331-911-0006	Support the Conduct of an Area Assessment	STP 41-38A1-SM
331-911-0007	Analyze the Legal Aspects of the Law of Land Warfare on Military Operations	STP 41-38A1-SM
331-911-0011	Process Area and Functional Specialty Assessments	STP 41-38A24-SM-TG
331-911-0301	Identify the Civil Affairs Missions	STP 41-38A1-SM
331-911-0303	Identify Army Command Structure and Staff Procedures and Responsibilities	STP 41-38A1-SM
331-911-0305	Assist in the Preparation of a Military Briefing	STP 41-38A1-SM
331-911-0306	Conduct Information Gathering Through Civil Affairs Activities	STP 41-38A1-SM
331-911-0307	Identify the Responsibilities, Functions, and Staff Coordination Requirements of a Civil Affairs Staff Noncommissioned Officer	STP 41-38A24-SM-TG

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-0308	Prepare Civil Affairs Annex	STP 41-38A24-SM-TG
331-911-0309	Conduct Civil Affairs Situational Briefing	STP 41-38A24-SM-TG
331-911-0310	Supervise the Processing of Foreign Nation, Government Organization, and Nongovernment Organization Message Traffic	STP 41-38A24-SM-TG
331-911-0311	Provide Input to the Theater Operations Plan/Operations Order Annex	STP 41-38A24-SM-TG
331-911-0401	Identify the Responsibilities and Functions of the Civil-Military Operations Staff Section	STP 41-38A1-SM
331-911-0402	Process Civil-Military Operations Reports	STP 41-38A24-SM-TG
331-911-0403	Support the Preparation of a Civil-Military Operations Estimate of the Situation	STP 41-38A1-SM
331-911-0412	Coordinate Civil-Military Operations With U.S., Foreign Nation, and International Organizations	STP 41-38A24-SM-TG
331-911-0413	Coordinate the Development and Maintenance of an Information Database in Support of Civil-Military Operations	STP 41-38A24-SM-TG
331-911-0419	Supervise the Preparation and the Update of a Civil-Military Operations Estimate	STP 41-38A24-SM-TG
331-911-0451	Conduct Liaison Between Commanders and Local Leaders	STP 41-38A24-SM-TG
331-911-0453	Advise the Commander and Local Leaders in the Corrections of any Shortcomings That Are Detected Within the U.S.-Sponsored Government	STP 41-38A24-SM-TG
331-911-0501	Identify the Roles, Missions, and Functions of Nongovernmental Organizations, Private Voluntary Organizations, and Other Government Organizations	STP 41-38A1-SM
331-911-1250	Identify the Missions and Responsibilities of the Public Communications Specialty	STP 41-38A1-SM
331-911-1300	Identify the Missions and Responsibilities of the Public Transportation Specialty	STP 41-38A1-SM
331-911-1301	Report on Private and Public Transportation Capabilities	STP 41-38A24-SM-TG
331-911-1302	Report on Public Transportation Requirements for Civilian and Military Use	STP 41-38A24-SM-TG
331-911-1303	Coordinate the Military Use of Civilian Transportation Assets	STP 41-38A24-SM-TG
331-911-1304	Support the Operations of Civilian Transportation Agencies and Functions	STP 41-38A24-SM-TG
331-911-1305	Coordinate for the Use of Available Transportation for the Evacuation of Civilians From Combat Areas	STP 41-38A24-SM-TG
331-911-1306	Coordinate for the Use of Available Transportation Assets in the Medical Evacuation of Civilian Mass Casualty Situations	STP 41-38A24-SM-TG
331-911-1551	Describe the Impact of Military Operations on Civilians in the Area of Operations	STP 41-38A1-SM
S1-9108.50-3003	Determine How the Special Operations Imperatives Relate to Civil Affairs Operations	STP 41-38II-OFS

**SUPPORTING INDIVIDUAL TASKS**

Task Number	Task Title	References
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**SUPPORTING COLLECTIVE TASKS**

Task Number	Task Title	References
31-2-0100.41-5001	Conduct Mission Planning (CA Team)	ARTEP 41-701-10-MTP
31-3-0011.41-5003	Conduct Area Assessment (CA Team)	ARTEP 41-701-10-MTP
41-5-0005	Conduct Civil-Military Operations With a Supported Unit	ARTEP 41-701-10-MTP
41-5-0009	Determine Civil Affairs Functional Specialty Requirements	ARTEP 41-701-10-MTP

**OPFOR TASKS AND STANDARDS**

**TASK:** Perform as a Government-in-Exile Interior Ministry Official (41-OPFOR-0034)

**CONDITIONS:** Given a detailed script, the role player will keep with the cultural norm for the geographical region in the scenario, have some type of identification papers and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the United States (U.S.) Government or military with security from his own government if appropriate. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of specific local and regional public facilities problems; public safety concerns to include fire and rescue issues; and be concerned about dislocated civilians and noncombatant evacuation issues. He should have a contact list of persons who support the exiled government and can be trusted to cooperate with the unit commander. The role player has a solid grasp of the current mission and his counterpart's role (government team Judge Advocate General). The role player should, per his government's wishes and instructions, display a willingness to fully cooperate with the U.S. forces as well as support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis.

**STANDARDS:** 1. The role player provides the unit with specific regional and governmental information designed to allow interaction with individuals who are sympathetic to the exiled government. The role player has contacts in host nation (HN) agencies, HN military forces, and any nongovernmental organizations or international organizations operating in the HN. He provides information concerning his government's activities that directly impact on the mission. The role player has authority to approve or assist in the coordination of military operations on behalf of the exiled government within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will address typical internal security and safety concerns for a service-oriented government, requiring knowledge of the issues for such services on the part of the CA team. The results of the interaction will be that a mutually agreeable outline is drafted for public services assistance addressing public facilities problems, public safety concerns to include fire and rescue issues, dislocated civilians, and noncombatant evacuation. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the government-in-exile as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. Cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as a Government-in-Exile Ministry of Economics (41-OPFOR-0035)

**CONDITIONS:** Given a detailed script, the role player will keep with the cultural norm for the geographical region in the scenario, have some type of identification and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be



accompanied by a security element from the United States (U.S.) Government or military with security from his own government if appropriate. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of specific local and regional commercial and economic concerns and be concerned about the impact of dislocated civilians and food supplies on the local economy. Additionally, he should possess a contact list of persons who support the exiled government and can be trusted to cooperate with the unit commander. The role player has a solid grasp of the current mission and his counterpart's role (economic and commerce team). The role player should, per his government's wishes and instructions, display a willingness to cooperate with the U.S. forces and support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis.

**STANDARDS:** 1. The role player provides the unit with specific regional and governmental information designed to allow interaction with the exiled government. Information provided by the role player includes contacts in host nation (HN) agencies, nongovernmental organizations, international organizations operating in the HN, and his government's activities that directly impact on the mission. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will address typical economic and commercial concerns for the government, requiring knowledge of the typical economic issues for emerging nations on the part of the CA team. The results of the interaction will be that a mutually agreeable outline is drafted for economic assistance in coordination with United States Agency for International Development. The outline addresses the current problems, future economic conditions and commercial partnerships, as well as food loan import and export agreements. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the government-in-exile as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. The cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as a Local Host Nation Military Officer (41-OPFOR-0028)

**CONDITIONS:** Given a detailed script, the role player will have a uniform that resembles the host nation (HN) to which he belongs. (At a minimum, he will be the equivalent of a field grade officer. The national flag of the portrayed country should be on the uniform.) He will be armed with a pistol; have some type of identification papers verifying his status, rank, name, unit and clearance, and speak with an accent close to that of the actual area of responsibility (AOR) that he represents. If appropriate, he should be accompanied by a security element from his country or an allied nation if the scenario is in a North Atlantic Treaty Organization or United Nations atmosphere. The role player will be knowledgeable of the cultural, political and personal morals, beliefs and policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (United States [U.S.] CA player). The role player should, per his commander's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific military information designed to allow interaction for combined and joint missions with HN (local) or allied military forces. The role player has the authority to coordinate support in the way of security personnel, equipment, facilities, and units. This support may come from HN or allied military, depending on the scenario. He agrees to authorize or approve the conduct of military operations within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will follow along the premise that any action causes a normal reaction based upon the national cultural lines of the role player's national origin. The results of the interaction will focus upon military concerns for dislocated civilians, public safety, food supplies, transportation shortages, and public health services. 2. The role player acts

in accordance with (IAW) the cultural norms established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The national interests as known for the CA unit's war-traced AOR. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. The cultural norms of the unit's war-traced AOR.

**TASK:** Perform as a Member of the U.S. Defense Attaché Team (41-OPFOR-0032 )

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the United States (U.S.) Department of State (DOS) and defense policies, some type of identification papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Diplomatic Security Corps. The role player will be knowledgeable of the policies of the role being portrayed (role players and scriptwriters should check out the Web page of the DOS to find procedures and policies for defense attachés). The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart of the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies, HN or allied military forces, U.S. Government agencies, and any nongovernmental organizations (NGO) or international organizations (IO) operating in the theater. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the requested support. The role player also has the authority to approve and assist in the coordination of the conduct of military operations within his regional and local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will follow along the premise that any action causes a normal reaction based upon DOS policies and procedures, protocol for U.S. diplomats and level of authority based upon his position in the Embassy. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with the DOS's normal operating procedures, providing solid insight into the actual political conditions and business practices within that area. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the DOS as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform as a Foreign Citizen (Neutral Attitude) (41-OPFOR-0038)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the cultural norms for the geographical region in the scenario and some type of identification papers verifying his status, name, and residence. If appropriate, he should be accompanied by a security element from the United States (U.S.) military police or local law enforcement. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the U.S. military mission. Initial rapport has been established but not necessarily on a friendly basis. The role player should display a very neutral attitude toward cooperating with the U.S. forces and an apathetic feeling about supporting the U.S. presence in his homeland.

**STANDARDS:** 1. The role player will cooperate and assist U.S., coalition, and allied operations whenever and wherever possible, only as doing so serves his political interests or financial needs. He is reluctant to

become decisively involved in any activities that will position him on one side or the other. Scripting will be such that the role player will be capable of providing some services to the reception, staging, onward movement, and integration phase in transportation, fresh foods, interpreters, contract labor, and so on. The role player requests assistance in submitting papers for economic development loans for a private business venture. The results of the interaction will be based solely upon the failure or success of the CA unit to properly prepare with adequate knowledge of how the role player feels about the mission, how he culturally reacts to certain approaches, and what it takes to cooperate in the civil-military environment. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with normal procedures, providing solid insight into the actual political conditions and personal beliefs and feelings within that area. 4. The role player supports actions that do not conflict with: a. His national and/or bureaucratic interest. b. His personality and personal interest.

**TASK:** Perform as a Dislocated Civilian (Displaced Person) (41-OPFOR-0039)

**CONDITIONS:** Given a detailed script, the role player will fill a role as a displaced person. A displaced person is a civilian who is involuntarily outside the national boundary of his country (stranded) in time of war; for example, foreign tourists, aid workers, foreign laborers. The role player will have clothing that is suitable and in keeping with the cultural norm for his country of origin or his company uniform and some type of identification papers verifying his status, name, and residence. If appropriate, he should be scared for his safety or accompanied by family members if a tourist. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the United States (U.S.) military mission. Initial rapport has been established but not necessarily on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to cause a diplomatic complaint. The role player should exhibit a great deal of concern toward cooperating with the U.S. forces and a paranoid feeling about the U.S. presence in the host nation. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures the role player moves onto and disrupts movement on main supply routes (MSRs) and interferes with tactical operations.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and the quality of his information responses concerning the enemy and the local situation. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will be such that the role player will have information concerning some aspect of different tasks; for example enemy movements, agricultural information from his home region, status of roads and bridges, availability of fuel and electricity, information on health issues and medical personnel in his region, dislocated civilians still traveling behind him, and environmental disasters. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures, the role player moves onto and disrupts movement on MSRs and interferes with tactical operations.

**TASK:** Perform as a Dislocated Civilian (Refugee) (41-OPFOR-0040)

**CONDITIONS:** Given a detailed script, the role player will fill a role as a refugee. A refugee is a civilian who has left home to seek safety because of real or imagined danger; for example, conflict among local

farmers along the border, foreign nationals fleeing combat on the border, mountain people fleeing an earthquake or volcano eruption. The role player will have clothing and baggage that are suitable and in keeping with the cultural norms for his country of origin, some type of identification papers verifying his status, name, and country of residence. If appropriate, he should be scared for himself and his family's safety. He may have injuries that require immediate attention. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the United States (U.S.) military mission. Initial rapport has been established but not necessarily on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation. The role player should display a very neutral attitude toward cooperating with the U.S. forces and an apathetic feeling about supporting the U.S. presence in his homeland.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and the quality of his responses concerning the enemy and the local situation. Scripting will allow the role player to provide information in the following categories: enemy movements, movements of other dislocated civilians, crimes committed by others, health conditions observed, food and water availability, vehicles stranded by fuel or repair problems, and local police activities during the role player's movement. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures, the role player moves onto and disrupts movement on main supply routes and interferes with tactical operations.

**TASK:** Perform as a Dislocated Civilian (Evacuee) (41-OPFOR-0041)

**CONDITIONS:** Given a detailed script, the role player will be an evacuee. An evacuee is a civilian removed from his place of residence by local or national military order. Evacuation can be voluntary or forced, preferably ordered by host nation (HN) government, but in extreme cases ordered by United States (U.S.) ground commander (division level or higher) to prevent casualties due to natural disasters and combat operations. The evacuee will have clothing and some baggage that are suitable and in keeping with the cultural norms of the HN as detailed in the scenario and some type of identification papers verifying his status, name, and residence. If appropriate, he should be scared for his safety and accompanied by family members. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the U.S. military mission. Sometimes he is terrified of being forced to move despite the danger of combat or natural disaster in the vicinity. Initial rapport has been established but not necessarily on a friendly basis. A serious or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to cause a diplomatic complaint.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and the quality of his responses concerning all aspects of his journey. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with normal

procedures, provide solid insight into the actual political conditions, and personal beliefs and feelings within that area. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures the role player moves onto and disrupts movement on main supply routes and interferes with tactical operations.

**TASK:** Perform as an Evacuee (41-OPFOR-0042)

**CONDITIONS:** Given a detailed script, the role player will fill a role in one of the following three categories of evacuee (each having specific differences): 1. United States (U.S.) military personnel specifically designated for evacuation as noncombatants. 2. Dependents of members of the U.S. Armed Forces. 3. Civilian employees of all agencies of the U.S. Government and their dependents. Noncombatant status also includes U.S. (or non-U.S.) citizens who may be authorized or assisted in evacuation by a competent authority: 1. Private U.S. citizens and their dependents. 2. Civilian employees of U.S. Government agencies and their dependents who, on their own volition, are residents in the concerned country but express the willingness to be evacuated. The role player should have clothing and baggage that are suitable and in keeping with the cultural norm for his country of origin in the scenario and some type of identification papers verifying his status, name, and residence. If appropriate, he should be scared for his safety and accompanied by family members. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has a solid grasp of the U.S. military mission. Initial rapport has been established, and all parties are currently on a friendly basis. The role player should display shock and concern about the evacuation.

**STANDARDS:** 1. The role player will cooperate and assist U.S., coalition, and allied operations whenever and wherever possible because it serves his safety needs and ensures his well-being. He is extremely helpful in providing information critical to the mission. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). (TRAINING NOTE: During evacuation operations, foreign nationals may be evacuated with U.S. citizens.) 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with normal procedures, providing solid insight into the actual political conditions and personal beliefs and feelings within that area. (TRAINING NOTE: As a group, the role players are generally cooperative. Some role players may exhibit irrational behavior such as refusing to board the aircraft without their pets.) 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. The role player supports actions that offer a rapid departure from the danger area. 5. The role player opposes actions that would prolong his stay in the area. Without positive controls he becomes unruly and disrupts the operation.

**TASK:** Perform as U.S. Government Official (41-OPFOR-0037)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with United States (U.S.) Government policies, some type of papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Government or U.S. military. The role player will be knowledgeable of the policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the

requested support. The role player has authority to approve and assist in the coordination of the conduct of military operations within his regional or local area of control. These actions will be based upon an action-reaction or cause-and-effect process. Scripting will allow the role player to request information on the current status of economic reviews, education reviews and public safety improvement projects, provide details of approved public facilities projects, coordinate for health assessments in areas deemed important by the U.S. Ambassador. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. This role player could portray someone from the Department of the Treasury, Federal Bureau of Investigation, Department of Defense or the intelligence community. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the U.S. Government as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform an Air Attack (41-OPFOR-0001)

**CONDITIONS:** An opposing force (OPFOR) element is able to employ aircraft.

**STANDARDS:** 1. The OPFOR surprises the unit with an air attack. 2. The OPFOR prevents the unit from completing its assigned mission. 3. The OPFOR does not lose any aircraft to ground fire.

**TASK:** Conduct a Vehicular Ambush (41-OPFOR-0002)

**CONDITIONS:** An opposing force (OPFOR) element is positioned on the unit's route.

**STANDARDS:** 1. The OPFOR prevents the unit from meeting its specified time schedule. 2. The OPFOR forces the unit to deviate from its specified route. 3. The OPFOR prevents the unit from reaching its assigned destination. 4. The OPFOR surprises the main body. 5. The OPFOR destroys the unit's combat effectiveness. **TRAINING NOTE:** Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1, *Operational Terms and Graphics*) The evaluator must consider such factors as the status of fuel, ammunition, weapons systems, and personnel in assessing the combat effectiveness of a unit.

**TASK:** Perform Chemical Operations (41-OPFOR-0006)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR prevents detection and warning of planned chemical attacks. 2. The OPFOR surprises the unit and uses chemical agents.

**TASK:** Disrupt Sustainment Operations (41-OPFOR-0011)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the unit performing sustainment operations. 2. The OPFOR prevent the unit from rearming, refueling, and resupplying. 3. The OPFOR prevent the unit from eating and sleeping.

**TASK:** Conduct an Attack (41-OPFOR-0012)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the main body of the unit. 2. The OPFOR avoids being fixed (for example, they retain freedom of movement). 3. The OPFOR accomplishes the assigned task when they—  
a. Seize the assigned terrain. b. Penetrate the defense with at least 50 percent of their forces. c. Destroy the defending unit's combat effectiveness. d. Force the defending unit to withdraw. 4. The OPFOR retains combat effectiveness. **TRAINING NOTE:** Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1) The evaluator, in assessing the combat effectiveness of a unit, must consider such factors as the status of fuel, ammunition, weapons systems, and personnel.

**ELEMENT:** Public Facilities Team

**TASK:** Provide Public Works and Utilities Support (41-5-0025)

(FM 41-10)	(AR 710-2)	(DA Pam 27-1)
(DA Pam 710-2-1)	(FM 100-23)	(FM 100-23-1)
(FM 100-5)	(FM 101-5)	(FM 101-5-1)
(FM 10-52)	(FM 27-10)	(FM 5-412)
(FM 5-484)	(FM 90-29)	(FM 90-41)
(ST 41-10-16)	(TC 7-98-1)	

**ITERATION:** 1 2 3 4 5 M (Circle)

**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** As a Civil Affairs public facilities team in a field environment, given AR 710-2, DA Pam 27-1, DA Pam 710-2-1, FM 100-23, FM 100-23-1, FM 100-5, FM 101-5, FM 101-5-1, FM 10-52, FM 27-10, FM 41-10, FM 5-412, FM 5-484, FM 90-29, FM 90-41, ST 41-10-16 and TC 7-98-1. The commander has been tasked to direct civil-military operations (CMO) within the area of operations (AO). Command and control, logistics, administration, communications, and security have been established in the AO. United States (U.S.) policies and objectives and foreign nation (FN) and U.S. agreements for the conduct of CMO are available. The FN government can conduct limited operations. Some iterations of this task should be performed in MOPP4.

**TASK STANDARDS:** The public works and utilities functional specialists evaluate the FN's public works and utilities systems, develop plans, and provide supervision to support the commander's intent in accordance with U.S. policies, objectives, and FN agreements.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> <li>1. The public works and utilities functional specialists conduct preliminary assessment and mission preparation.                             <ol style="list-style-type: none"> <li>a. Analyze the situation and potential courses of action (COAs) considering mission, enemy, terrain and weather, troops available, time available, and civil considerations.</li> <li>b. Read the country and area studies.</li> <li>c. Receive the mission.</li> <li>d. Review the operation order.</li> <li>e. Review the supported unit's standing operating procedures.</li> <li>f. Establish connectivity and communications with the supported unit.</li> <li>g. Conduct mission analysis.</li> <li>h. Identify implied and specified tasks.</li> <li>i. Identify mission essential tasks.</li> <li>j. Prioritize tasks.</li> <li>k. Develop measures of effectiveness (MOEs) for each task.</li> <li>l. Develop a team plan for public works and utilities support operations.</li> <li>m. Rehearse the plan.</li> <li>n. Develop an initial transition plan for public works and utilities support operations.</li> </ol> </li> <li>2. The public works and utilities functional specialists coordinate with appropriate staff sections, CA teams, and other military units.                             <ol style="list-style-type: none"> <li>a. Establish communications with other staff sections.</li> <li>b. Establish communications with other CA units.</li> <li>c. Establish communications with other units involved with public works and utilities issues.</li> </ol> </li> </ol>		



TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>d. Determine mutual, overlapping, and collective public works and utilities requirements within the force.</li> <li>e. Resolve duplication of effort.</li> <li>f. Coordinate activities.</li> </ul> <p>3. The public works and utilities functional specialists establish liaison with appropriate nonmilitary agencies, organizations, and personnel.</p> <ul style="list-style-type: none"> <li>a. Identify international organizations, nongovernmental organizations, FN agencies, and other nonmilitary organizations involved with transportation issues.</li> <li>b. Determine authority, functions, and relationships of these agencies and organizations.</li> <li>c. Identify key personnel.</li> <li>d. Coordinate liaison activities with the supported unit's civil-military operations center and S-5/G-5.</li> <li>e. Establish communications with key personnel.</li> <li>f. Determine scope, capabilities, and effectiveness of these agencies and organizations.</li> <li>g. Assess the activities of these agencies and organizations in relation to CMO.</li> <li>h. Maintain and document contacts and communications.</li> </ul> <p>4. The public works and utilities functional specialists conduct a deliberate assessment of the AO.</p> <ul style="list-style-type: none"> <li>a. Execute the assessment using civil areas, structures, capabilities, organizations, people, and events as a guide to focus the assessment and establish the links between the supported commander's mission and the civil dimension.</li> <li>b. Review the area study, laws, international agreements, and other data sources for all issues relating to public works and utilities.</li> <li>c. Consolidate priority intelligence requirements.</li> <li>d. Identify available public works and utilities resources.</li> <li>e. Identify the organization, pipelines, grids, distribution networks, and capacities of the public works and utilities systems; recording damage.</li> <li>f. Determine civilian public works and utilities requirements.</li> <li>g. Assess the ability of the public works and utilities systems to provide support to both the military and civilian sectors.</li> <li>h. Determine the civilian impact on military operations.</li> <li>i. Determine the military impact on civilians.</li> <li>j. Develop strategies to support the public works and utilities needs of both the military and civilian sectors.</li> <li>k. Determine the labor, replacement parts, equipment, and technical expertise needed to reestablish public works and utilities systems.</li> <li>l. Develop plans for intermediate and long-term reconstruction.</li> <li>m. Conduct continuous deliberate assessment updates.</li> <li>n. Evaluate MOEs, as directed.</li> <li>o. Refine the transition plan for public works and utilities support operations.</li> </ul> <p>5. The public works and utilities functional specialists brief the team chief or commander on matters concerning public works and utilities activities within the AO.</p> <ul style="list-style-type: none"> <li>a. Determines COAs based on the assessment.</li> <li>b. Select advantages and disadvantages of COAs.</li> <li>c. Determine conclusions and recommendations.</li> <li>d. Prepare a decision brief.</li> </ul>		

<b>TASK STEPS AND PERFORMANCE MEASURES</b>	<b>GO</b>	<b>NO-GO</b>
e. Brief the recommended COA to the team chief or commander. 6. The public works and utilities functional specialists implement the selected COA. <ol style="list-style-type: none"> <li>a. Provide oversight and supervision on the implementation of the COA based upon the commander's directive.</li> <li>b. Monitor the progress of the implementation.</li> <li>c. Evaluate the effectiveness of the implementation.</li> <li>d. Apprise the commander and staff on the status of the FN's public works and utilities systems.</li> </ol>		

<b>TASK PERFORMANCE / EVALUATION SUMMARY BLOCK</b>							
<b>ITERATION</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>M</b>	<b>TOTAL</b>
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*" Indicates a leader task step.

### **SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
01-9108.50-3004	Conduct a Civil Affairs Area Assessment	STP 41-38II-OFS
01-9108.50-3010	Assist in Planning Foreign Nation Support	STP 41-38II-OFS
01-9108.50-3012	Coordinate Support From Private Voluntary and Nongovernment Organizations	STP 41-38II-OFS
01-9108.50-3016	Establish Liaison With Nonmilitary Agencies and Organizations	STP 41-38II-OFS
04-9108.01-0001	Prepare a Civil-Military Operations Estimate of the Situation	STP 41-38II-OFS
04-9108.02-0105	Prepare Priority Intelligence Requirements	STP 41-38II-OFS
04-9108.02-0106	Disseminate Collected Information	STP 41-38II-OFS
04-9108.05-0021	Prepare a Civil Affairs Annex to an Operations Plan or Order	STP 41-38II-OFS
04-9108.07-0021	Prepare a Periodic Civil Affairs Report	STP 41-38II-OFS
331-911-0003	Maintain Journals, Status Boards, Visual Display Charts, and Graphs Required to Manage Civil Affairs Operations	STP 41-38A1-SM
331-911-0004	Integrate Graphics and Overlays With Other Staff Sections	STP 41-38A1-SM
331-911-0006	Support the Conduct of an Area Assessment	STP 41-38A1-SM
331-911-0007	Analyze the Legal Aspects of the Law of Land Warfare on Military Operations	STP 41-38A1-SM
331-911-0011	Process Area and Functional Specialty Assessments	STP 41-38A24-SM-TG
331-911-0301	Identify the Civil Affairs Missions	STP 41-38A1-SM
331-911-0303	Identify Army Command Structure and Staff Procedures and Responsibilities	STP 41-38A1-SM
331-911-0305	Assist in the Preparation of a Military Briefing	STP 41-38A1-SM
331-911-0306	Conduct Information Gathering Through Civil Affairs Activities	STP 41-38A1-SM

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-0307	Identify the Responsibilities, Functions, and Staff Coordination Requirements of a Civil Affairs Staff Noncommissioned Officer	STP 41-38A24-SM-TG
331-911-0308	Prepare Civil Affairs Annex	STP 41-38A24-SM-TG
331-911-0309	Conduct Civil Affairs Situational Briefing	STP 41-38A24-SM-TG
331-911-0310	Supervise the Processing of Foreign Nation, Government Organization, and Nongovernment Organization Message Traffic	STP 41-38A24-SM-TG
331-911-0311	Provide Input to the Theater Operations Plan/Operations Order Annex	STP 41-38A24-SM-TG
331-911-0401	Identify the Responsibilities and Functions of the Civil-Military Operations Staff Section	STP 41-38A1-SM
331-911-0402	Process Civil-Military Operations Reports	STP 41-38A24-SM-TG
331-911-0403	Support the Preparation of a Civil-Military Operations Estimate of the Situation	STP 41-38A1-SM
331-911-0412	Coordinate Civil-Military Operations With U.S., Foreign Nation, and International Organizations	STP 41-38A24-SM-TG
331-911-0413	Coordinate the Development and Maintenance of an Information Database in Support of Civil-Military Operations	STP 41-38A24-SM-TG
331-911-0419	Supervise the Preparation and the Update of a Civil-Military Operations Estimate	STP 41-38A24-SM-TG
331-911-0451	Conduct Liaison Between Commanders and Local Leaders	STP 41-38A24-SM-TG
331-911-0453	Advise the Commander and Local Leaders in the Corrections of any Shortcomings That Are Detected Within the U.S.-Sponsored Government	STP 41-38A24-SM-TG
331-911-0501	Identify the Roles, Missions, and Functions of Nongovernmental Organizations, Private Voluntary Organizations, and Other Government Organizations	STP 41-38A1-SM
331-911-1250	Identify the Missions and Responsibilities of the Public Communications Specialty	STP 41-38A1-SM
331-911-1300	Identify the Missions and Responsibilities of the Public Transportation Specialty	STP 41-38A1-SM
331-911-1350	Identify the Missions and Responsibilities of the Public Works and Utilities Specialty	STP 41-38A1-SM
331-911-1351	Report on the Availability of Public Works and Utilities to Support Military Operations	STP 41-38A24-SM-TG
331-911-1353	Coordinate the Military Use of Public Works and Utilities	STP 41-38A24-SM-TG
331-911-1355	Coordinate the Construction, the Operation, and the Maintenance of Public Works and Utilities Facilities and Equipment	STP 41-38A24-SM-TG
331-911-1551	Describe the Impact of Military Operations on Civilians in the Area of Operations	STP 41-38A1-SM
S1-9108.50-3003	Determine How the Special Operations Imperatives Relate to Civil Affairs Operations	STP 41-38II-OFS

**SUPPORTING COLLECTIVE TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
31-2-0100.41-5001	Conduct Mission Planning (CA Team)	ARTEP 41-701-10-MTP
31-3-0011.41-5003	Conduct Area Assessment (CA Team)	ARTEP 41-701-10-MTP
41-5-0005	Conduct Civil-Military Operations With a Supported Unit	ARTEP 41-701-10-MTP
41-5-0009	Determine Civil Affairs Functional Specialty Requirements	ARTEP 41-701-10-MTP

**OPFOR TASKS AND STANDARDS**

**TASK:** Perform as a Government-in-Exile Interior Ministry Official (41-OPFOR-0034)

**CONDITIONS:** Given a detailed script, the role player will keep with the cultural norm for the geographical region in the scenario, have some type of identification papers and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the United States (U.S.) Government or military with security from his own government if appropriate. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of specific local and regional public facilities problems; public safety concerns to include fire and rescue issues; and be concerned about dislocated civilians and noncombatant evacuation issues. He should have a contact list of persons who support the exiled government and can be trusted to cooperate with the unit commander. The role player has a solid grasp of the current mission and his counterpart's role (government team Judge Advocate General). The role player should, per his government's wishes and instructions, display a willingness to fully cooperate with the U.S. forces as well as support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis.

**STANDARDS:** 1. The role player provides the unit with specific regional and governmental information designed to allow interaction with individuals who are sympathetic to the exiled government. The role player has contacts in host nation (HN) agencies, HN military forces, and any nongovernmental organizations or international organizations operating in the host nation. He provides information concerning his government's activities that directly impact on the mission. The role player has authority to approve or assist in the coordination of military operations on behalf of the exiled government within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will address typical internal security and safety concerns for a service-oriented government, requiring knowledge of the issues for such services on the part of the CA team. The results of the interaction will be that a mutually agreeable outline is drafted for public services assistance addressing public facilities problems, public safety concerns to include fire and rescue issues, dislocated civilians, and noncombatant evacuation. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the government-in-exile as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. Cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as a Member of the U.S. Defense Attaché Team (41-OPFOR-0032)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the United States (U.S.) Department of State (DOS) and defense policies, some type of identification papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Diplomatic Security Corps. The role player will be knowledgeable of the policies of the role being portrayed (role players and scriptwriters should check out the Web page of the

DOS to find procedures and policies for defense attachés). The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart of the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies, HN or allied military forces, U.S. Government agencies, and any nongovernmental organizations (NGO) or international organizations (IO) operating in the theater. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the requested support. The role player also has the authority to approve and assist in the coordination of the conduct of military operations within his regional and local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will follow along the premise that any action causes a normal reaction based upon DOS policies and procedures, protocol for U.S. diplomats and level of authority based upon his position in the Embassy. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with the DOS's normal operating procedures, providing solid insight into the actual political conditions and business practices within that area. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the DOS as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform as a Dislocated Civilian (Displaced Person) (41-OPFOR-0039)

**CONDITIONS:** Given a detailed script, the role player will fill a role as a displaced person. A displaced person is a civilian who is involuntarily outside the national boundary of his country (stranded) in time of war; for example, foreign tourists, aid workers, foreign laborers. The role player will have clothing that is suitable and in keeping with the cultural norm for his country of origin or his company uniform and some type of identification papers verifying his status, name, and residence. If appropriate, he should be scared for his safety or accompanied by family members if a tourist. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the United States (U.S.) military mission. Initial rapport has been established but not necessarily on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to cause a diplomatic complaint. The role player should exhibit a great deal of concern toward cooperating with the U.S. forces and a paranoid feeling about the U.S. presence in the host nation. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures the role player moves onto and disrupts movement on main supply routes (MSRs) and interferes with tactical operations.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and the quality of his responses concerning the enemy and the local situation. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will be such that the role player will have information concerning some aspect of different tasks; for example, enemy movements, agricultural information from his home region, status of roads and bridges, availability of fuel and electricity, information on health issues and medical personnel in his region, dislocated civilians still traveling behind him, and environmental

disasters. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures, the role player moves onto and disrupts movement on MSR's and interferes with tactical operations.

**TASK:** Perform as a Dislocated Civilian (Refugee) (41-OPFOR-0040)

**CONDITIONS:** Given a detailed script, the role player will fill a role as a refugee. A refugee is a civilian who has left home to seek safety because of real or imagined danger; for example, conflict among local farmers along the border, foreign nationals fleeing combat on the border, mountain people fleeing an earthquake or volcano eruption. The role player will have clothing and baggage that are suitable and in keeping with the cultural norms for his country of origin, some type of identification papers verifying his status, name, and country of residence. If appropriate, he should be scared for himself and his family's safety. He may have injuries that require immediate attention. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the United States (U.S.) military mission. Initial rapport has been established but not necessarily on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation. The role player should display a very neutral attitude toward cooperating with the U.S. forces and an apathetic feeling about supporting the U.S. presence in his homeland.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and the quality of his responses concerning the enemy and the local situation. Scripting will allow the role player to provide information in the following categories: enemy movements, movements of other dislocated civilians, crimes committed by others, health conditions observed, food and water availability, vehicles stranded by fuel or repair problems, and local police activities during the role player's movement. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures the role player moves onto and disrupts movement on main supply routes and interferes with tactical operations.

**TASK:** Perform as a Dislocated Civilian (Evacuee) (41-OPFOR-0041)

**CONDITIONS:** Given a detailed script, the role player will be an evacuee. An evacuee is a civilian removed from his place of residence by local or national military order. Evacuation can be voluntary or forced, preferably ordered by host nation (HN) government, but in extreme cases ordered by United States (U.S.) ground commander (division level or higher) to prevent casualties due to natural disasters and combat operations. The evacuee will have clothing and some baggage that are suitable and in keeping with the cultural norms of the HN as detailed in the scenario and some type of identification papers verifying his status, name, and residence. If appropriate, he should be scared for his safety and accompanied by family members. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the U.S. military mission. Sometimes he is terrified of being forced to move despite the danger of combat or natural disaster in the vicinity. Initial rapport has been established but not necessarily on a friendly basis. A serious or personal

blunder on the part of the CA counterpart or the supported unit commander or staff will serve to cause a diplomatic complaint.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and the quality of his responses concerning all aspects of his journey. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ) 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with normal procedures, provide solid insight into the actual political conditions, and personal beliefs and feelings within that area. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures, the role player moves onto and disrupts movement on main supply routes and interferes with tactical operations.

**TASK:** Perform as U.S. Government Official (41-OPFOR-0037)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with United States (U.S.) Government policies, some type of papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Government or U.S. military. The role player will be knowledgeable of the policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the requested support. The role player has authority to approve and assist in the coordination of the conduct of military operations within his regional or local area of control. These actions will be based upon an action-reaction or cause-and-effect process. Scripting will allow the role player to request information on the current status of economic reviews, education reviews and public safety improvement projects, provide details of approved public facilities projects, coordinate for health assessments in areas deemed important by the U.S. Ambassador. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. This role player could portray someone from the Department of the Treasury, Federal Bureau of Investigation, Department of Defense or the intelligence community. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the U.S. Government as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform an Air Attack (41-OPFOR-0001)

**CONDITIONS:** An opposing force (OPFOR) element is able to employ aircraft.

**STANDARDS:** 1. The OPFOR surprises the unit with an air attack. 2. The OPFOR prevents the unit from completing its assigned mission. 3. The OPFOR does not lose any aircraft to ground fire.

**TASK:** Conduct a Vehicular Ambush (41-OPFOR-0002)

**CONDITIONS:** An opposing force (OPFOR) element is positioned on the unit's route.

**STANDARDS:** 1. The OPFOR prevents the unit from meeting its specified time schedule. 2. The OPFOR forces the unit to deviate from its specified route. 3. The OPFOR prevents the unit from reaching its assigned destination. 4. The OPFOR surprises the main body. 5. The OPFOR destroys the unit's combat effectiveness. TRAINING NOTE: Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1, *Operational Terms and Graphics*) The evaluator must consider such factors as the status of fuel, ammunition, weapons systems, and personnel in assessing the combat effectiveness of a unit.

**TASK:** Perform Chemical Operations (41-OPFOR-0006)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR prevents detection and warning of planned chemical attacks. 2. The OPFOR surprises the unit and uses chemical agents.

**TASK:** Disrupt Sustainment Operations (41-OPFOR-0011)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the unit performing sustainment operations. 2. The OPFOR prevent the unit from rearming, refueling, and resupplying. 3. The OPFOR prevent the unit from eating and sleeping.

**TASK:** Conduct an Attack (41-OPFOR-0012)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the main body of the unit. 2. The OPFOR avoids being fixed (for example, they retain freedom of movement). 3. The OPFOR accomplishes the assigned task when they—  
a. Seize the assigned terrain. b. Penetrate the defense with at least 50 percent of their forces. c. Destroy the defending unit's combat effectiveness. d. Force the defending unit to withdraw. 4. The OPFOR retains combat effectiveness. TRAINING NOTE: Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1) The evaluator, in assessing the combat effectiveness of a unit, must consider such factors as the status of fuel, ammunition, weapons systems, and personnel.



**ELEMENT:** Government Team

**TASK:** Provide Legal Support (41-5-0026)

(DA Pam 27-1)	(FM 100-23)	(FM 100-23-1)
(FM 101-5)	(FM 101-5-1)	(FM 27-10)
(FM 41-10)	(FM 90-29)	(FM 90-41)
(JP 3-57)	(ST 41-10-3)	(TC 7-98-1)

**ITERATION:** 1 2 3 4 5 M (Circle)

**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** As a Civil Affairs government team in a field environment, given DA Pam 27-1, FM 100-23, FM 100-23-1, FM 101-5, FM 101-5-1, FM 27-10, FM 41-10, FM 90-29, FM 90-41, JP 3-57, ST 41-10-3, and TC 7-98-1. The commander has been tasked to direct civil-military operations (CMO) within the area of operations (AO). Command and control, logistics, administration, communications, and security have been established in the AO. United States (U.S.) policies and objectives and foreign nation (FN) and U.S. agreements for the conduct of CMO are available. The FN government can conduct limited operations. Some iterations of this task should be performed in MOPP4.

**TASK STANDARDS:** The legal functional specialists evaluate the FN’s legal systems; review treaties, international and bilateral agreements; develop plans and provide supervision to support the commander’s intent in accordance with U.S. policies, objectives, and FN agreements.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> <li>1. The legal functional specialists conduct preliminary assessment and mission preparation.                             <ol style="list-style-type: none"> <li>a. Analyze the situation and potential courses of action (COAs) considering mission, enemy, terrain and weather, troops available, time available, and civil considerations.</li> <li>b. Read the country and area studies.</li> <li>c. Receive the mission.</li> <li>d. Review the operation order.</li> <li>e. Review the supported unit’s standing operating procedures.</li> <li>f. Establish connectivity and communications with the supported unit.</li> <li>g. Conduct mission analysis.</li> <li>h. Identify implied and specified tasks.</li> <li>i. Identify mission essential tasks.</li> <li>j. Prioritize tasks.</li> <li>k. Develop measures of effectiveness (MOEs) for each task.</li> <li>l. Develop a team plan for legal support operations.</li> <li>m. Rehearse the team plan.</li> <li>n. Develop an initial transition plan for legal support operations.</li> </ol> </li> <li>2. The legal functional specialists coordinate with the Staff Judge Advocate (SJA), appropriate staff sections, CA teams, and other military units.                             <ol style="list-style-type: none"> <li>a. Establish communications with the SJA and other staff sections.</li> <li>b. Establish communications with other CA units.</li> <li>c. Establish communications with other units involved with FN legal issues.</li> <li>d. Determine mutual, overlapping, and collective FN legal requirements within the force.</li> <li>e. Resolve duplication of effort.</li> <li>f. Coordinate activities.</li> </ol> </li> </ol>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>3. The legal functional specialists establish liaison with appropriate nonmilitary agencies, organizations, and personnel.</p> <ul style="list-style-type: none"> <li>a. Identify international organizations, nongovernmental organizations, FN agencies, and other nonmilitary organizations involved with international and FN issues.</li> <li>b. Determine authority, functions and relationships of these agencies and organizations.</li> <li>c. Identify key personnel.</li> <li>d. Coordinate liaison activities with the supported unit's civil-military operations center and S-5/G-5.</li> <li>e. Establish communications with key personnel.</li> <li>f. Determine scope, capabilities, and effectiveness of these agencies and organizations.</li> <li>g. Assess the activities of these agencies and organizations in relation to CMO.</li> <li>h. Maintain and document contacts and communications.</li> </ul> <p>4. The legal functional specialists conduct a deliberate assessment of the AO.</p> <ul style="list-style-type: none"> <li>a. Execute the assessment using civil areas, structures, capabilities, organizations, people, and events as a guide to focus the assessment and establish the links between the supported commander's mission and the civil dimension.</li> <li>b. Review the area study, laws, international agreements, treaties, and other data sources for all issues relating to the FN legal system.</li> <li>c. Consolidate priority intelligence requirements.</li> <li>d. Identify available resources.</li> <li>e. Identify the organization, scope, and capacities of the civilian legal systems, recording shortfalls and deficiencies.</li> <li>f. Determine the population's legal requirements.</li> <li>g. Assess the ability of the FN's legal systems to provide support to both the military and civilian sectors.</li> <li>h. Determine the impact the legal system and civilians have on military operations.</li> <li>i. Determine the military impact on civilians and the legal system.</li> <li>j. Develop strategies to meet the legal system needs of both the military and civilian sectors.</li> <li>k. Determine the personnel, resources, and support needed to reestablish FN legal systems. <ul style="list-style-type: none"> <li>l. Develop plans for intermediate and long-term reconstruction.</li> </ul> </li> <li>m. Conduct continuous deliberate assessment updates.</li> <li>n. Evaluate MOEs, as directed.</li> <li>o. Refine the transition plan for legal support operations.</li> </ul> <p>5. The legal functional specialists develop policies and procedures to support CMO.</p> <ul style="list-style-type: none"> <li>a. Develop policies and procedures on the issuance of proclamations, ordinances, orders, instructions, and agreements.</li> <li>b. Determine technical requirements to process FN claims.</li> <li>c. Assist the SJA in determining legal and moral obligations relating to the civilian population.</li> <li>d. Provide advice on legally minimizing civilian interference with logistical and tactical operations.</li> <li>e. Provide guidance on unique FN legal procedures and customs.</li> <li>f. Provide advice on civil-military considerations for drafting and applying rules of engagement.</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
g. Provide advice on the legal requirements for identifying, handling, providing for and protecting enemy prisoners of war, dislocated civilians, and civilian detainees. h. Determine policies and procedures for recording war crimes and human rights violations.  6. The legal functional specialists brief the team chief or commander on matters concerning FN legal activities within the AO. a. Determine COAs based on the assessment. b. Select advantages and disadvantages of COAs. c. Determine conclusions and recommendations. d. Prepare a decision brief. e. Brief the recommended COA to the team chief or commander.  7. The legal functional specialists implement the selected COA. a. Provide oversight and supervision on the implementation of the COA based upon the commander's directive. b. Monitor the progress of the implementation. c. Evaluate the effectiveness of the implementation. d. Apprise the commander and staff on the status of the FN's legal systems.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*\*" Indicates a leader task step.

### SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
01-9108.50-3004	Conduct a Civil Affairs Area Assessment	STP 41-38II-OFS
01-9108.50-3010	Assist in Planning Foreign Nation Support	STP 41-38II-OFS
01-9108.50-3012	Coordinate Support From Private Voluntary and Nongovernment Organizations	STP 41-38II-OFS
01-9108.50-3016	Establish Liaison With Nonmilitary Agencies and Organizations	STP 41-38II-OFS
04-9108.01-0001	Prepare a Civil-Military Operations Estimate of the Situation	STP 41-38II-OFS
04-9108.02-0105	Prepare Priority Intelligence Requirements	STP 41-38II-OFS
04-9108.02-0106	Disseminate Collected Information	STP 41-38II-OFS
04-9108.05-0021	Prepare a Civil Affairs Annex to an Operations Plan or Order	STP 41-38II-OFS
04-9108.07-0021	Prepare a Periodic Civil Affairs Report	STP 41-38II-OFS
04-9108.14-0103	Evaluate the Effectiveness of Civil-Military Operations	STP 41-38II-OFS
331-911-0003	Maintain Journals, Status Boards, Visual Display Charts, and Graphs Required to Manage Civil Affairs Operations	STP 41-38A1-SM
331-911-0004	Integrate Graphics and Overlays With Other Staff Sections	STP 41-38A1-SM
331-911-0006	Support the Conduct of an Area Assessment	STP 41-38A1-SM

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-0007	Analyze the Legal Aspects of the Law of Land Warfare on Military Operations	STP 41-38A1-SM
331-911-0011	Process Area and Functional Specialty Assessments	STP 41-38A24-SM-TG
331-911-0104	Assist in Advising the Commander in Chief on Civil Affairs Capabilities and Employment Opportunities	STP 41-38A24-SM-TG
331-911-0301	Identify the Civil Affairs Missions	STP 41-38A1-SM
331-911-0303	Identify Army Command Structure and Staff Procedures and Responsibilities	STP 41-38A1-SM
331-911-0305	Assist in the Preparation of a Military Briefing	STP 41-38A1-SM
331-911-0306	Conduct Information Gathering Through Civil Affairs Activities	STP 41-38A1-SM
331-911-0307	Identify the Responsibilities, Functions, and Staff Coordination Requirements of a Civil Affairs Staff Noncommissioned Officer	STP 41-38A24-SM-TG
331-911-0308	Prepare Civil Affairs Annex	STP 41-38A24-SM-TG
331-911-0309	Conduct Civil Affairs Situational Briefing	STP 41-38A24-SM-TG
331-911-0310	Supervise the Processing of Foreign Nation, Government Organization, and Nongovernment Organization Message Traffic	STP 41-38A24-SM-TG
331-911-0311	Provide Input to the Theater Operations Plan/Operations Order Annex	STP 41-38A24-SM-TG
331-911-0401	Identify the Responsibilities and Functions of the Civil-Military Operations Staff Section	STP 41-38A1-SM
331-911-0402	Process Civil-Military Operations Reports	STP 41-38A24-SM-TG
331-911-0403	Support the Preparation of a Civil-Military Operations Estimate of the Situation	STP 41-38A1-SM
331-911-0406	Advise the Commander on the Legal System's Impact on Civil-Military Operations	STP 41-38A24-SM-TG
331-911-0412	Coordinate Civil-Military Operations With U.S., Foreign Nation, and International Organizations	STP 41-38A24-SM-TG
331-911-0413	Coordinate the Development and Maintenance of an Information Database in Support of Civil-Military Operations	STP 41-38A24-SM-TG
331-911-0419	Supervise the Preparation and the Update of a Civil-Military Operations Estimate	STP 41-38A24-SM-TG
331-911-0451	Conduct Liaison Between Commanders and Local Leaders	STP 41-38A24-SM-TG
331-911-0453	Advise the Commander and Local Leaders in the Corrections of any Shortcomings That Are Detected Within the U.S.-Sponsored Government	STP 41-38A24-SM-TG
331-911-0501	Identify the Roles, Missions, and Functions of Nongovernmental Organizations, Private Voluntary Organizations, and Other Government Organizations	STP 41-38A1-SM
331-911-0653	Coordinate to Ensure U.S. Compliance With International Laws and Conventions Regarding Use of Civilian Labor	STP 41-38A24-SM-TG
331-911-0700	Identify the Missions and Responsibilities of the Legal Specialty	STP 41-38A1-SM

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-0701	Report on the Capability of the Local Legal System	STP 41-38A24-SM-TG
331-911-0702	Support Local Judicial Agencies in Administering the Legal System	STP 41-38A24-SM-TG
331-911-1551	Describe the Impact of Military Operations on Civilians in the Area of Operations	STP 41-38A1-SM
O4-9108.09-0010	Plan Support for Dislocated Civilian Operations	STP 41-38II-OFS
S1-9108.50-3003	Determine How the Special Operations Imperatives Relate to Civil Affairs Operations	STP 41-38II-OFS

**SUPPORTING COLLECTIVE TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
31-2-0100.41-5001	Conduct Mission Planning (CA Team)	ARTEP 41-701-10-MTP
31-3-0011.41-5003	Conduct Area Assessment (CA Team)	ARTEP 41-701-10-MTP
41-5-0005	Conduct Civil-Military Operations With a Supported Unit	ARTEP 41-701-10-MTP
41-5-0009	Determine Civil Affairs Functional Specialty Requirements	ARTEP 41-701-10-MTP
41-5-0010	Coordinate for Foreign Nation Support	ARTEP 41-701-10-MTP

**OPFOR TASKS AND STANDARDS**

**TASK:** Perform as a Member of a Host Nation Government Ministry (41-OPFOR-0030)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the cultural norms of the host nation (HN), some type of identification papers verifying his status, rank, name, unit, and clearance, and speak with an accent close to that of the actual area of responsibility (AOR) that he represents. If appropriate, he should be accompanied by a security element from his country or an allied nation if the scenario is in a North Atlantic Treaty Organization/United Nations atmosphere. The role player will be knowledgeable of the cultural, political and personal morals, beliefs and policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (United States [U.S.] CA player). The role player should, per his government's wishes and instructions, display a willingness to fully cooperate with the U.S. forces as well as support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart of the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific HN governmental information designed to allow interaction with HN (local) or allied agencies or military forces and has the authority to coordinate HN government support within his regional/local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will provide the role player with specific concerns regarding current problems in the agricultural status of the HN, and inquiries into what assistance can be provided in training, research, equipment, funding, distribution, and sales. 2. The role player acts in accordance with (IAW) the cultural norms established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with the unit's war-traced AOR, providing solid insight into the actual political conditions and business practices within that area. Ethnic volunteers from the region would be helpful for realism. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The national interests as known for the CA unit's war-traced AOR. b. The bureaucratic interests

assigned by the scenario. c. The scripted personality or personal interests. d. The cultural norms of the unit's war-traced AOR.

**TASK:** Perform as an Allied Nation Official (41-OPFOR-0031)

**CONDITIONS:** Given a detailed script, the role player will have clothing that resembles the allied nation to which he belongs (At a minimum, some form of unique clothing from the portrayed country should be worn.), some type of identification papers verifying his status, rank, name, unit, and clearance, and will speak with an accent close to that of the actual area of responsibility (AOR) that he represents. If appropriate, he should be accompanied by a security element from his country or an allied nation if the scenario is in a North Atlantic Treaty Organization (NATO) or United Nations (UN) atmosphere. The role player will be knowledgeable of the cultural, political and personal morals, beliefs and policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (United States [U.S.] CA player). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation. The role player should, per his government's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the joint operations area that the allied nations share. (NOTE: It is realistic for the role player to portray the member of an allied nation working in a NATO, coalition forces, or UN forces mission).

**STANDARDS:** 1. The role player provides the unit with specific allied governmental information designed to allow interaction with allied agencies or military forces. The role player has the authority to coordinate allied military support in the way of personnel, equipment, facilities, and land and agrees to authorize or approve the conduct of military operations within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will allow the role player to express a willingness to discuss joint endeavors, which address economic development, repair and building of public facilities, training and advice to local officials, and support for joint displaced civilian actions. The results of the interaction will be based solely upon the failure or success of the CA unit to properly prepare for the meeting with adequate knowledge of how the role player does business and what it takes to cooperate in the combined military environment. 2. The role player acts in accordance with (IAW) the cultural norms established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The national interests as known for the CA unit's war-traced AOR. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. The cultural norms of the unit's war-traced AOR .

**TASK:** Perform as a Member of the U.S. Defense Attaché Team (41-OPFOR-0032)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the United States (U.S.) Department of State (DOS) and defense policies, some type of identification papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Diplomatic Security Corps. The role player will be knowledgeable of the policies of the role being portrayed (role players and scriptwriters should check out the Web page of the DOS to find procedures and policies for defense attachés). The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart of the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies, HN or allied military forces, U.S. Government

agencies, and any nongovernmental organizations (NGO) or international organizations (IO) operating in the theater. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the requested support. The role player also has the authority to approve and assist in the coordination of the conduct of military operations within his regional and local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will follow along the premise that any action causes a normal reaction based upon DOS policies and procedures, protocol for U.S. diplomats and level of authority based upon his position in the Embassy. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with the DOS's normal operating procedures, providing solid insight into the actual political conditions and business practices within that area. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the DOS as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform as a Government-in-Exile Judicial Official (41-OPFOR-0033)

**CONDITIONS:** Given a detailed script, the role player will keep with the cultural norm for the geographic region in the scenario and have some type of identification papers and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the United States (U.S.) Government or military or security from his own government if appropriate. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of local and regional judicial and legal problems. Additionally, he should have a contact list of persons who support the exiled government and can be trusted to cooperate with the unit commander. The role player has a solid grasp of the current mission and his counterpart's role (government team Judge Advocate General). The role player should, per his government's wishes and instructions, display a willingness to cooperate fully with the U.S. forces, as well as support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis.

**STANDARDS:** 1. The role player provides the unit with specific regional and governmental information designed to allow interaction with individuals who are sympathetic to the exiled government. He has contacts in host nation (HN) agencies, HN military forces, nongovernmental organizations or international organizations operating in the HN. The role player provides information concerning his government's activities that directly impact on the mission to include judicial reform policies and directives that will be broadcast to the population. He has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The role player can approve or assist in the coordination of the conduct of military operations on behalf of the exiled government within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will allow the role player to address typical judicial concerns for a reform movement in a closed society, requiring knowledge of the issues for such reform on the part of the CA team. The results of the interaction will be a mutually agreeable outline for judicial reform. Judicial reform measures will be based upon a legal foundation that the exiled government has chosen. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the government-in-exile as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. International law. e. Cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as a Government-in-Exile Ministry of Economics (41-OPFOR-0035)

**CONDITIONS:** Given a detailed script, the role player will keep with the cultural norm for the geographical region in the scenario, have some type of identification and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the United States (U.S.) Government or military with security from his own government if appropriate. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of specific local and regional commercial and economic concerns and be concerned about the impact of dislocated civilians and food supplies on the local economy. Additionally, he should possess a contact list of persons who support the exiled government and can be trusted to cooperate with the unit commander. The role player has a solid grasp of the current mission and his counterpart's role (economic and commerce team). The role player should, per his government's wishes and instructions, display a willingness to cooperate with the U.S. forces and support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis.

**STANDARDS:** 1. The role player provides the unit with specific regional and governmental information designed to allow interaction with the exiled government. Information provided by the role player includes contacts in host nation (HN) agencies, nongovernmental organizations, international organizations operating in the HN, and his government's activities that directly impact on the mission. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will address typical economic and commercial concerns for the government, requiring knowledge of the typical economic issues for emerging nations on the part of the CA team. The results of the interaction will be that a mutually agreeable outline is drafted for economic assistance in coordination with United States Agency for International Development. The outline addresses the current problems, future economic conditions and commercial partnerships, as well as food loan import and export agreements. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the government-in-exile as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. The cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as U.S. Government Official (41-OPFOR-0037)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with United States (U.S.) Government policies, some type of papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Government or U.S. military. The role player will be knowledgeable of the policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the HN. Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the requested support. The role player has authority to approve and assist in the coordination of the conduct of military operations within his regional or local area of control. These actions will be based upon an action-reaction or cause-and-effect process. Scripting will allow the role player to request information on the current status of economic reviews, education reviews and public safety improvement projects,



provide details of approved public facilities projects, coordinate for health assessments in areas deemed important by the U.S. Ambassador. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. This role player could portray someone from the Department of the Treasury, Federal Bureau of Investigation, Department of Defense or the intelligence community. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the U.S. Government as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform an Air Attack (41-OPFOR-0001)

**CONDITIONS:** An opposing force (OPFOR) element is able to employ aircraft.

**STANDARDS:** 1. The OPFOR surprises the unit with an air attack. 2. The OPFOR prevents the unit from completing its assigned mission. 3. The OPFOR does not lose any aircraft to ground fire.

**TASK:** Conduct a Vehicular Ambush (41-OPFOR-0002)

**CONDITIONS:** An opposing force (OPFOR) element is positioned on the unit's route.

**STANDARDS:** 1. The OPFOR prevents the unit from meeting its specified time schedule. 2. The OPFOR forces the unit to deviate from its specified route. 3. The OPFOR prevents the unit from reaching its assigned destination. 4. The OPFOR surprises the main body. 5. The OPFOR destroys the unit's combat effectiveness. **TRAINING NOTE:** Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1, *Operational Terms and Graphics*) The evaluator must consider such factors as the status of fuel, ammunition, weapons systems, and personnel in assessing the combat effectiveness of a unit.

**TASK:** Perform Chemical Operations (41-OPFOR-0006)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR prevents detection and warning of planned chemical attacks. 2. The OPFOR surprises the unit and uses chemical agents.

**TASK:** Disrupt Sustainment Operations (41-OPFOR-0011)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the unit performing sustainment operations. 2. The OPFOR prevent the unit from rearming, refueling, and resupplying. 3. The OPFOR prevent the unit from eating and sleeping.

**TASK:** Conduct an Attack (41-OPFOR-0012)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the main body of the unit. 2. The OPFOR avoids being fixed (for example, they retain freedom of movement). 3. The OPFOR accomplishes the assigned task when they—  
a. Seize the assigned terrain. b. Penetrate the defense with at least 50 percent of their forces. c. Destroy the defending unit's combat effectiveness. d. Force the defending unit to withdraw. 4. The OPFOR retains combat effectiveness. **TRAINING NOTE:** Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1) The evaluator, in assessing the combat effectiveness of a unit, must consider such factors as the status of fuel, ammunition, weapons systems, and personnel.

**ELEMENT:** Government Team

**TASK:** Provide Public Administration Support (41-5-0027)

(FM 41-10)	(DA Pam 27-1)	(FM 100-23)
(FM 100-23-1)	(FM 101-5)	(FM 101-5-1)
(FM 27-10)	(FM 90-29)	(FM 90-41)
(ST 41-10-4)	(TC 7-98-1)	

**ITERATION:** 1 2 3 4 5 M (Circle)

**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** As a Civil Affairs government team in a field environment, given DA Pam 27-1, FM 100-23, FM 100-23-1, FM 101-5, FM 101-5-1, FM 27-10, FM 41-10, FM 90-29, FM 90-41, ST 41-10-4, and TC 7-98-1. The commander has been tasked to direct civil-military operations (CMO) within the area of operations (AO). Command and control, logistics, administration, communications, and security have been established in the AO. United States (U.S.) policies and objectives and foreign nation (FN) and U.S. agreements for the conduct of CMO are available. The FN government can conduct limited operations. Some iterations of this task should be performed in MOPP4.

**TASK STANDARDS:** The public administration functional specialists evaluate the FN's public administration services, political systems, and military forces; develop plans and provide supervision to support the commander's intent in accordance with (IAW) U.S. policies, objectives, and FN agreements.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> <li>1. The public administration functional specialists conduct preliminary assessment and mission preparation.                             <ol style="list-style-type: none"> <li>a. Analyze the situation and potential courses of action (COAs) considering mission, enemy, terrain and weather, troops available, time available, and civil considerations.</li> <li>b. Read the country and area studies.</li> <li>c. Receive the mission.</li> <li>d. Review the operation order.</li> <li>e. Review the supported unit's standing operating procedures.</li> <li>f. Establish connectivity and communications with the supported unit.</li> <li>g. Conduct mission analysis.</li> <li>h. Identify implied and specified tasks.                                     <ol style="list-style-type: none"> <li>i. Identify mission essential tasks.</li> <li>j. Prioritize tasks.</li> </ol> </li> <li>k. Develop measures of effectiveness (MOEs) for each task.                                     <ol style="list-style-type: none"> <li>l. Develop a team plan for public administration support operations.</li> </ol> </li> <li>m. Rehearse the team plan.</li> <li>n. Develop an initial transition plan for public administration support operations.</li> </ol> </li> <li>2. The public administration functional specialists coordinate with appropriate staff sections, CA teams and other military units.                             <ol style="list-style-type: none"> <li>a. Establish communications with other staff sections.</li> <li>b. Establish communications with other CA units.</li> <li>c. Establish communications with other units involved with public administration issues.</li> <li>d. Determine mutual, overlapping, and collective public administration requirements within the force.</li> <li>e. Resolve duplication of effort.</li> <li>f. Coordinate activities.</li> </ol> </li> </ol>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>3. The public administration functional specialists establish liaison with appropriate agencies, organizations, and personnel.</p> <ul style="list-style-type: none"> <li>a. Identify international organizations, nongovernmental organizations, FN agencies, administrative organizations, and military forces involved with public administration issues.</li> <li>b. Determine authority, functions, and relationships of these agencies and organizations.</li> <li>c. Identify key personnel.</li> <li>d. Coordinate liaison activities with the supported unit's civil-military operations center and S-5/G-5.</li> <li>e. Establish communications with key personnel.</li> <li>f. Determine scope, capabilities, and effectiveness of these agencies and organizations.</li> <li>g. Assess the activities of these agencies and organizations in relation to CMO.</li> <li>h. Maintain and document contacts and communications.</li> </ul> <p>4. The public administration functional specialists conduct a deliberate assessment of the AO.</p> <ul style="list-style-type: none"> <li>a. Execute the assessment using civil areas, structures, capabilities, organizations, people, and events as a guide to focus the assessment and establish the links between the supported commander's mission and the civil dimension.</li> <li>b. Review the area study, laws, international agreements, FN policies, regulations, and other data sources for all issues relating to public administration.</li> <li>c. Consolidate priority intelligence requirements.</li> <li>d. Identify available resources.</li> <li>e. Identify the organization, scope, and capacities of the public administration systems, recording shortfalls and deficiencies.</li> <li>f. Determine if administrative agencies operate IAW established charters, regulations, policies, and procedures.</li> <li>g. Identify the organization, membership and relative importance of FN political parties.</li> <li>h. Determine the population's public administrative requirements.</li> <li>i. Assess the ability of the public administrative systems to provide support to both the military and civilian sectors.</li> <li>j. Determine the civilian impact on military operations.</li> <li>k. Determine the military impact on civilians.</li> <li>l. Develop strategies to meet the public administration needs of both the military and civilian sectors.</li> <li>m. Determine the personnel, resources, and support needed to reestablish public administrative systems.</li> <li>n. Develop plans for intermediate and long-term reconstruction.</li> <li>o. Conduct continuous deliberate assessment updates.</li> <li>p. Evaluate MOEs, as directed.</li> <li>q. Refine the transition plan for public administration support operations.</li> </ul> <p>5. The public administration functional specialists develop policies and procedures to support CMO.</p> <ul style="list-style-type: none"> <li>a. Develop policies and procedures to minimize civilian interference with military operations.</li> <li>b. Develop policies and procedures to support civil administration.</li> <li>c. Develop policies and procedures to minimize military impact on civilians.</li> </ul>		

<b>TASK STEPS AND PERFORMANCE MEASURES</b>	<b>GO</b>	<b>NO-GO</b>
d. Determine instituting standardized technical administrative provisions to FN public administrative systems.  6. The public administration functional specialists brief the team chief or commander on matters concerning public administration activities within the AO. <ul style="list-style-type: none"> <li>a. Determine COAs based on the assessment.</li> <li>b. Select advantages and disadvantages of COAs.</li> <li>c. Determine conclusions and recommendations.</li> <li>d. Prepare a decision brief.</li> <li>e. Brief the recommended COA to the team chief or commander.</li> </ul> 7. The public administration functional specialists implement the selected COA based upon the commander's directive. <ul style="list-style-type: none"> <li>a. Provide oversight and supervision on the implementation of the COA based upon the commander's directive.</li> <li>b. Monitor the progress of the implementation.</li> <li>c. Evaluate the effectiveness of the implementation.</li> <li>d. Apprise the commander and staff on the status of the civilian supply systems.</li> </ul>		

<b>TASK PERFORMANCE / EVALUATION SUMMARY BLOCK</b>							
<b>ITERATION</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>M</b>	<b>TOTAL</b>
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*\*" Indicates a leader task step.

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
01-9108.50-3004	Conduct a Civil Affairs Area Assessment	STP 41-38II-OFS
01-9108.50-3010	Assist in Planning Foreign Nation Support	STP 41-38II-OFS
01-9108.50-3012	Coordinate Support From Private Voluntary and Nongovernment Organizations	STP 41-38II-OFS
01-9108.50-3016	Establish Liaison With Nonmilitary Agencies and Organizations	STP 41-38II-OFS
04-9108.01-0001	Prepare a Civil-Military Operations Estimate of the Situation	STP 41-38II-OFS
04-9108.02-0105	Prepare Priority Intelligence Requirements	STP 41-38II-OFS
04-9108.02-0106	Disseminate Collected Information	STP 41-38II-OFS
04-9108.05-0021	Prepare a Civil Affairs Annex to an Operations Plan or Order	STP 41-38II-OFS
04-9108.07-0021	Prepare a Periodic Civil Affairs Report	STP 41-38II-OFS
04-9108.14-0103	Evaluate the Effectiveness of Civil-Military Operations	STP 41-38II-OFS
331-911-0003	Maintain Journals, Status Boards, Visual Display Charts, and Graphs Required to Manage Civil Affairs Operations	STP 41-38A1-SM
331-911-0004	Integrate Graphics and Overlays With Other Staff Sections	STP 41-38A1-SM
331-911-0006	Support the Conduct of an Area Assessment	STP 41-38A1-SM

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-0007	Analyze the Legal Aspects of the Law of Land Warfare on Military Operations	STP 41-38A1-SM
331-911-0011	Process Area and Functional Specialty Assessments	STP 41-38A24-SM-TG
331-911-0012	Provide Liaison With Nongovernment Organizations, Private Voluntary Organizations, and Government Organizations Within the Area of Operations	STP 41-38A24-SM-TG
331-911-0013	Support the Development of Programs That Encourage Civilian Population Support	STP 41-38A24-SM-TG
331-911-0101	Apprise the Commander Continuously on the Viability of the Established Government	STP 41-38A24-SM-TG
331-911-0104	Assist in Advising the Commander in Chief on Civil Affairs Capabilities and Employment Opportunities	STP 41-38A24-SM-TG
331-911-0301	Identify the Civil Affairs Missions	STP 41-38A1-SM
331-911-0303	Identify Army Command Structure and Staff Procedures and Responsibilities	STP 41-38A1-SM
331-911-0305	Assist in the Preparation of a Military Briefing	STP 41-38A1-SM
331-911-0306	Conduct Information Gathering Through Civil Affairs Activities	STP 41-38A1-SM
331-911-0307	Identify the Responsibilities, Functions, and Staff Coordination Requirements of a Civil Affairs Staff Noncommissioned Officer	STP 41-38A24-SM-TG
331-911-0308	Prepare Civil Affairs Annex	STP 41-38A24-SM-TG
331-911-0309	Conduct Civil Affairs Situational Briefing	STP 41-38A24-SM-TG
331-911-0310	Supervise the Processing of Foreign Nation, Government Organization, and Nongovernment Organization Message Traffic	STP 41-38A24-SM-TG
331-911-0311	Provide Input to the Theater Operations Plan/Operations Order Annex	STP 41-38A24-SM-TG
331-911-0401	Identify the Responsibilities and Functions of the Civil-Military Operations Staff Section	STP 41-38A1-SM
331-911-0402	Process Civil-Military Operations Reports	STP 41-38A24-SM-TG
331-911-0403	Support the Preparation of a Civil-Military Operations Estimate of the Situation	STP 41-38A1-SM
331-911-0408	Support the Transition of Government Authority in the Area of Operations	STP 41-38A24-SM-TG
331-911-0412	Coordinate Civil-Military Operations With U.S., Foreign Nation, and International Organizations	STP 41-38A24-SM-TG
331-911-0413	Coordinate the Development and Maintenance of an Information Database in Support of Civil-Military Operations	STP 41-38A24-SM-TG
331-911-0419	Supervise the Preparation and the Update of a Civil-Military Operations Estimate	STP 41-38A24-SM-TG
331-911-0451	Conduct Liaison Between Commanders and Local Leaders	STP 41-38A24-SM-TG
331-911-0453	Advise the Commander and Local Leaders in the Corrections of any Shortcomings That Are Detected Within the U.S.-Sponsored Government	STP 41-38A24-SM-TG

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-0501	Identify the Roles, Missions, and Functions of Nongovernmental Organizations, Private Voluntary Organizations, and Other Government Organizations	STP 41-38A1-SM
331-911-0750	Identify the Missions and Responsibilities of the Public Administration Specialty	STP 41-38A1-SM
331-911-0751	Report on the Effectiveness of Local Government Agencies	STP 41-38A24-SM-TG
331-911-0954	Support Training the Indigenous Police Organizations/Paramilitary Forces in Populace and Resources Control	STP 41-38A24-SM-TG
331-911-1004	Support the Planning of Disaster Relief Operations	STP 41-38A24-SM-TG
331-911-1551	Describe the Impact of Military Operations on Civilians in the Area of Operations	STP 41-38A1-SM
S1-9108.50-3003	Determine How the Special Operations Imperatives Relate to Civil Affairs Operations	STP 41-38II-OFS

**SUPPORTING COLLECTIVE TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
31-2-0100.41-5001	Conduct Mission Planning (CA Team)	ARTEP 41-701-10-MTP
31-3-0011.41-5003	Conduct Area Assessment (CA Team)	ARTEP 41-701-10-MTP
41-5-0005	Conduct Civil-Military Operations With a Supported Unit	ARTEP 41-701-10-MTP
41-5-0009	Determine Civil Affairs Functional Specialty Requirements	ARTEP 41-701-10-MTP
41-5-0010	Coordinate for Foreign Nation Support	ARTEP 41-701-10-MTP

**OPFOR TASKS AND STANDARDS**

**TASK:** Perform as a Government-in-Exile Interior Ministry Official (41-OPFOR-0034)

**CONDITIONS:** Given a detailed script, the role player will keep with the cultural norm for the geographical region in the scenario, have some type of identification papers and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the United States (U.S.) Government or military with security from his own government if appropriate. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of specific local and regional public facilities problems; public safety concerns to include fire and rescue issues; and be concerned about dislocated civilians and noncombatant evacuation issues. He should have a contact list of persons who support the exiled government and can be trusted to cooperate with the unit commander. The role player has a solid grasp of the current mission and his counterpart's role (government team Judge Advocate General). The role player should, per his government's wishes and instructions, display a willingness to fully cooperate with the U.S. forces as well as support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis.

**STANDARDS:** 1. The role player provides the unit with specific regional and governmental information designed to allow interaction with individuals who are sympathetic to the exiled government. The role player has contacts in host nation (HN) agencies, HN military forces, and any nongovernmental organizations or international organizations operating in the HN. He provides information concerning his government's activities that directly impact on the mission. The role player has authority to approve or

assist in the coordination of military operations on behalf of the exiled government within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will address typical internal security and safety concerns for a service-oriented government, requiring knowledge of the issues for such services on the part of the CA team. The results of the interaction will be that a mutually agreeable outline is drafted for public services assistance addressing public facilities problems, public safety concerns to include fire and rescue issues, dislocated civilians, and noncombatant evacuation. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the government-in-exile as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. Cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as a Member of a Host Nation Government Ministry (41-OPFOR-0030)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the cultural norms of the host nation, some type of identification papers verifying his status, rank, name, unit and clearance, and speak with an accent close to that of the actual area of responsibility (AOR) that he represents. If appropriate, he should be accompanied by a security element from his country or an allied nation if the scenario is in a North Atlantic Treaty Organization/United Nations atmosphere. The role player will be knowledgeable of the cultural, political and personal morals, beliefs and policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (United States [U.S.] CA player). The role player should, per his government's wishes and instructions, display a willingness to fully cooperate with the U.S. forces as well as support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart of the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific host nation (HN) governmental information designed to allow interaction with HN (local) or allied agencies or military forces and has the authority to coordinate HN government support within his regional/local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will provide the role player with specific concerns regarding current problems in the agricultural status of the HN, and inquiries into what assistance can be provided in training, research, equipment, funding, distribution and sales. 2. The role player acts in accordance with (IAW) the cultural norms established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with the unit's war-traced AOR, providing solid insight into the actual political conditions and business practices within that area. Ethnic volunteers from the region would be helpful for realism. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The national interests as known for the CA unit's war-traced AOR. b. The bureaucratic interests assigned by the scenario. c. The scripted personality or personal interests. d. The cultural norms of the unit's war-traced AOR.

**TASK:** Perform as an Allied Nation Official (41-OPFOR-0031)

**CONDITIONS:** Given a detailed script, the role player will have clothing that resembles the allied nation to which he belongs (At a minimum, some form of unique clothing from the portrayed country should be worn.), some type of identification papers verifying his status, rank, name, unit, and clearance, and will speak with an accent close to that of the actual area of responsibility (AOR) that he represents. If appropriate, he should be accompanied by a security element from his country or an allied nation if the scenario is in a North Atlantic Treaty Organization (NATO) or United Nations (UN) atmosphere. The role player will be knowledgeable of the cultural, political and personal morals, beliefs and policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role



(United States [U.S.] CA player). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation. The role player should, per his government's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the joint operational area that the allied nations share. (NOTE: It is realistic for the role player to portray the member of an allied nation working in a NATO, coalition forces, or UN forces mission).

**STANDARDS:** 1. The role player provides the unit with specific allied governmental information designed to allow interaction with allied agencies or military forces. The role player has the authority to coordinate allied military support in the way of personnel, equipment, facilities, and land and agrees to authorize or approve the conduct of military operations within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will allow the role player to express a willingness to discuss joint endeavors, which address economic development, repair and building of public facilities, training and advice to local officials, and support for joint displaced civilian actions. The results of the interaction will be based solely upon the failure or success of the CA unit to properly prepare for the meeting with adequate knowledge of how the role player does business and what it takes to cooperate in the combined military environment. 2. The role player acts in accordance with (IAW) the cultural norms established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The national interests as known for the CA unit's war-traced AOR. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. The cultural norms of the unit's war-traced AOR.

**TASK:** Perform as a Member of the U.S. Defense Attaché Team (41-OPFOR-0032)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the United States (U.S.) Department of State (DOS) and defense policies, some type of identification papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Diplomatic Security Corps. The role player will be knowledgeable of the policies of the role being portrayed (role players and scriptwriters should check out the Web page of the DOS to find procedures and policies for defense attachés). The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart of the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies, HN or allied military forces, U.S. Government agencies, and any nongovernmental organizations (NGO) or international organizations (IO) operating in the theater. Role player has the authority to assist in the coordination or negotiations support in the way of personnel, equipment, facilities, and land. This support may come from HN or allied government, NGOs, and IOs, depending on the scenario. The role player also has the authority to approve and assist in the coordination of the conduct of military operations within his regional and local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will follow along the premise that any action causes a normal reaction based upon DOS policies and procedures, protocol for U.S. diplomats and level of authority based upon his position in the Embassy. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with the DOS's normal operating procedures, providing solid insight into the actual political conditions and business practices within that area. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the DOS as normally accepted for the CA unit's

war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform as a Government-in-Exile Judicial Official (41-OPFOR-0033)

**CONDITIONS:** Given a detailed script, the role player will keep with the cultural norm for the geographic region in the scenario and have some type of identification papers and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the United States (U.S.) Government or military or security from his own government if appropriate. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of local and regional judicial and legal problems. Additionally, he should have a contact list of persons who support the exiled government and can be trusted to cooperate with the unit commander. The role player has a solid grasp of the current mission and his counterpart's role (government team Judge Advocate General). The role player should, per his government's wishes and instructions, display a willingness to cooperate fully with the U.S. forces, as well as support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis.

**STANDARDS:** 1. The role player provides the unit with specific regional and governmental information designed to allow interaction with individuals who are sympathetic to the exiled government. He has contacts in host nation (HN) agencies, HN military forces, nongovernmental organizations or international organizations operating in the HN. The role player provides information concerning his government's activities that directly impact on the mission to include judicial reform policies and directives that will be broadcast to the population. He has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The role player can approve or assist in the coordination of the conduct of military operations on behalf of the exiled government within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will allow the role player to address typical judicial concerns for a reform movement in a closed society, requiring knowledge of the issues for such reform on the part of the CA team. The results of the interaction will be a mutually agreeable outline for judicial reform. Judicial reform measures will be based upon a legal foundation that the exiled government has chosen. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the government-in-exile as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. International law. e. Cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as a Government-in-Exile Ministry of Economics (41-OPFOR-0035)

**CONDITIONS:** Given a detailed script, the role player will keep with the cultural norm for the geographical region in the scenario, have some type of identification and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the United States (U.S.) Government or military with security from his own government if appropriate. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of specific local and regional commercial and economic concerns and be concerned about the impact of dislocated civilians and food supplies on the local economy. Additionally, he should possess a contact list of persons who support the exiled government and can be trusted to cooperate with the unit commander. The role player has a solid grasp of the current mission and his counterpart's role (economic and commerce team). The role player should, per his government's wishes and instructions, display a willingness to cooperate with the U.S. forces and support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis.

**STANDARDS:** 1. The role player provides the unit with specific regional and governmental information designed to allow interaction with the exiled government. Information provided by the role player includes contacts in host nation (HN) agencies, nongovernmental organizations, international organizations operating in the HN and his government's activities that directly impact on the mission. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will address typical economic and commercial concerns for the government, requiring knowledge of the typical economic issues for emerging nations on the part of the CA team. The results of the interaction will be that a mutually agreeable outline is drafted for economic assistance in coordination with United States Agency for International Development. The outline addresses the current problems, future economic conditions and commercial partnerships, as well as food loan import and export agreements. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the government-in-exile as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. The cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as a Foreign Citizen (Neutral Attitude) (41-OPFOR-0038)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the cultural norms for the geographical region in the scenario and some type of identification papers verifying his status, name, and residence. If appropriate, he should be accompanied by a security element from the United States (U.S.) military police or local law enforcement. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the U.S. military mission. Initial rapport has been established but not necessarily on a friendly basis. The role player should display a very neutral attitude toward cooperating with the U.S. forces and an apathetic feeling about supporting the U.S. presence in his homeland.

**STANDARDS:** 1. The role player will cooperate and assist U.S., coalition, and allied operations whenever and wherever possible, only doing so serves his political interests or financial needs. He is reluctant to become decisively involved in any activities that will position him on one side or the other. Scripting will be such that the role player will be capable of providing some services to the reception, staging, onward movement, and integration phase in transportation, fresh foods, interpreters, contract labor, and so on. The role player requests assistance in submitting papers for economic development loans for a private business venture. The results of the interaction will be based solely upon the failure or success of the CA unit to properly prepare with adequate knowledge of how the role player feels about the mission, how he culturally reacts to certain approaches, and what it takes to cooperate together in the civil-military environment. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with normal procedures, providing solid insight into the actual political conditions and personal beliefs and feelings within that area. 4. The role player supports actions that do not conflict with: a. His national and/or bureaucratic interest. b. His personality and personal interest.

**TASK:** Perform as a Dislocated Civilian (Displaced Person) (41-OPFOR-0039)

**CONDITIONS:** Given a detailed script, the role player will fill a role as a displaced person. A displaced person is a civilian who is involuntarily outside the national boundary of his country (stranded) in time of war; for example, foreign tourists, aid workers, foreign laborers. The role player will have clothing that is suitable and in keeping with the cultural norm for his country of origin or his company uniform and some type of identification papers verifying his status, name, and residence. If appropriate, he should be scared for his safety or accompanied by family members if a tourist. The role player will be knowledgeable of the

policies and political realities of the role that he is portraying. The role player has little or no grasp of the United States (U.S.) military mission. Initial rapport has been established but not necessarily on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to cause a diplomatic complaint. The role player should exhibit a great deal of concern toward cooperating with the U.S. forces and a paranoid feeling about the U.S. presence in the host nation. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures the role player moves onto and disrupts movement on main supply routes (MSRs) and interferes with tactical operations.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and quality of his responses concerning the enemy and the local situation. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will be such that the role player will have information concerning some aspect of different tasks; for example, enemy movements, agricultural information from his home region, status of roads and bridges, availability of fuel and electricity, information on health issues and medical personnel in his region, dislocated civilians still traveling behind him, and environmental disasters. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures, the role player moves onto and disrupts movement on MSRs and interferes with tactical operations.

**TASK:** Perform as a Dislocated Civilian (Refugee) (41-OPFOR-0040)

**CONDITIONS:** Given a detailed script, the role player will fill a role as a refugee. A refugee is a civilian who has left home to seek safety because of real or imagined danger; for example, conflict among local farmers along the border, foreign nationals fleeing combat on the border, mountain people fleeing an earthquake or volcano eruption. The role player will have clothing and baggage that are suitable and in keeping with the cultural norms for his country of origin, some type of identification papers verifying his status, name, and country of residence. If appropriate, he should be scared for himself and his family's safety. He may have injuries that require immediate attention. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the United States (U.S.) military mission. Initial rapport has been established but not necessarily on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation. The role player should display a very neutral attitude toward cooperating with the U.S. forces and an apathetic feeling about supporting the U.S. presence in his homeland.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and the quality of his responses concerning the enemy and the local situation. Scripting will allow the role player to provide information in the following categories: enemy movements, movements of other dislocated civilians, crimes committed by others, health conditions observed, food and water availability, vehicles stranded by fuel or repair problems, and local police activities during the role player's movement. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and

developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures the role player moves onto and disrupts movement on main supply routes and interferes with tactical operations.

**TASK:** Perform as U.S. Government Official (41-OPFOR-0037)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with United States (U.S.) Government policies, some type of papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Government or U.S. military. The role player will be knowledgeable of the policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the requested support. The role player has authority to approve and assist in the coordination of the conduct of military operations within his regional or local area of control. These actions will be based upon an action-reaction or cause-and-effect process. Scripting will allow the role player to request information on the current status of economic reviews, education reviews and public safety improvement projects, provide details of approved public facilities projects, coordinate for health assessments in areas deemed important by the U.S. Ambassador. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. This role player could portray someone from the Department of the Treasury, Federal Bureau of Investigation, Department of Defense or the intelligence community. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the U.S. Government as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform an Air Attack (41-OPFOR-0001)

**CONDITIONS:** An opposing force (OPFOR) element is able to employ aircraft.

**STANDARDS:** 1. The OPFOR surprises the unit with an air attack. 2. The OPFOR prevents the unit from completing its assigned mission. 3. The OPFOR does not lose any aircraft to ground fire.

**TASK:** Conduct a Vehicular Ambush (41-OPFOR-0002)

**CONDITIONS:** An opposing force (OPFOR) element is positioned on the unit's route.

**STANDARDS:** 1. The OPFOR prevents the unit from meeting its specified time schedule. 2. The OPFOR forces the unit to deviate from its specified route. 3. The OPFOR prevents the unit from reaching its assigned destination. 4. The OPFOR surprises the main body. 5. The OPFOR destroys the unit's combat effectiveness. TRAINING NOTE: Combat effectiveness is "the ability of a unit to perform its mission."

(FM 101-5-1, *Operational Terms and Graphics*) The evaluator must consider such factors as the status of fuel, ammunition, weapons systems, and personnel in assessing the combat effectiveness of a unit.

**TASK:** Perform Chemical Operations (41-OPFOR-0006)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR prevents detection and warning of planned chemical attacks. 2. The OPFOR surprises the unit and uses chemical agents.

**TASK:** Disrupt Sustainment Operations (41-OPFOR-0011)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the unit performing sustainment operations. 2. The OPFOR prevent the unit from rearming, refueling, and resupplying. 3. The OPFOR prevent the unit from eating and sleeping.

**TASK:** Conduct an Attack (41-OPFOR-0012)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the main body of the unit. 2. The OPFOR avoids being fixed (for example, they retain freedom of movement). 3. The OPFOR accomplishes the assigned task when they—  
a. Seize the assigned terrain. b. Penetrate the defense with at least 50 percent of their forces. c. Destroy the defending unit's combat effectiveness. d. Force the defending unit to withdraw. 4. The OPFOR retains combat effectiveness. TRAINING NOTE: Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1) The evaluator, in assessing the combat effectiveness of a unit, must consider such factors as the status of fuel, ammunition, weapons systems, and personnel.

**ELEMENT:** Government Team

**TASK:** Provide Public Education Support (41-5-0028)

(FM 41-10)	(DA Pam 27-1)	(FM 100-23)
(FM 100-23-1)	(FM 101-5)	(FM 101-5-1)
(FM 27-10)	(FM 90-29)	(FM 90-41)
(ST 41-10-5)	(TC 7-98-1)	

**ITERATION:** 1 2 3 4 5 M (Circle)

**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** As a Civil Affairs government team in a field environment, given DA Pam 27-1, FM 100-23, FM 100-23-1, FM 101-5, FM 101-5-1, FM 27-10, FM 41-10, ST 41-10-5, TC 7-98-1. The commander has been tasked to direct civil-military operations (CMO) within the area of operations (AO). Command and control, logistics, administration, communications, and security have been established in the AO. United States (U.S.) policies and objectives and foreign nation (FN) and U.S. agreements for the conduct of CMO are available. The FN government can conduct limited operations. Some iterations of this task should be performed in MOPP4.

**TASK STANDARDS:** The public education functional specialists evaluate the FN's educational systems, develop plans and provide supervision to support the commander's intent in accordance with U.S. policies, objectives, and FN agreements.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> <li>1. The public education functional specialists conduct preliminary assessment and mission preparation.                             <ol style="list-style-type: none"> <li>a. Analyze the situation and potential courses of action (COAs) considering mission, enemy, terrain and weather, troops available, time available, and civil considerations.</li> <li>b. Read the country and area studies.</li> <li>c. Receive the mission.</li> <li>d. Review the operation order.</li> <li>e. Review the supported unit's standing operating procedures.</li> <li>f. Establish connectivity and communications with the supported unit.</li> <li>g. Conduct mission analysis.</li> <li>h. Identify implied and specified tasks.</li> <li>i. Identify mission essential tasks.</li> <li>j. Prioritize tasks.</li> <li>k. Develop measures of effectiveness (MOEs) for each task.</li> <li>l. Develop a team plan for public education support operations.</li> <li>m. Rehearse the team plan.</li> <li>n. Develop an initial transition plan for public education support operations.</li> </ol> </li> <li>2. The public education functional specialists coordinate with appropriate staff sections, CA teams, and other military units.                             <ol style="list-style-type: none"> <li>a. Establish communications with other staff sections.</li> <li>b. Establish communications with other CA units.</li> <li>c. Establish communications with other units involved with FN educational issues.</li> <li>d. Determine mutual, overlapping, and collective FN educational requirements within the force.</li> <li>e. Resolve duplication of effort.</li> <li>f. Coordinate activities.</li> </ol> </li> </ol>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>3. The public education functional specialists establish liaison with appropriate educational institutions, academic agencies, pedagogical organizations, student groups, educators, and administrative personnel.</p> <ol style="list-style-type: none"> <li>a. Identify international organizations, nongovernmental organizations, FN agencies, and other nonmilitary organizations involved with education issues.</li> <li>b. Determine authority, functions, and relationships of these agencies and organizations.</li> <li>c. Identify key personnel.</li> <li>d. Coordinate liaison activities with the supported unit's civil-military operations center and S-5/G-5.</li> <li>e. Establish communications with key personnel.</li> <li>f. Determine scope, capabilities, and effectiveness of these agencies and organizations.</li> <li>g. Assess the activities of these agencies and organizations in relation to CMO.</li> <li>h. Maintain and document contacts and communications.</li> </ol> <p>4. The Public education functional specialists conduct a deliberate assessment of the AO.</p> <ol style="list-style-type: none"> <li>a. Execute the assessment using civil areas, structures, capabilities, organizations, people, and events as a guide to focus the assessment and establish the links between the supported commander's mission and the civil dimension.</li> <li>b. Review the area study, laws, charters, agreements, and other data sources for all issues relating to FN educational systems.</li> <li>c. Review educational programs and curricula.</li> <li>d. Consolidate priority intelligence requirements.</li> <li>e. Identify available resources.</li> <li>f. Catalog the condition and the availability of educational facilities and resources.</li> <li>g. Identify the organization, scope, and capacities of the FN educational systems, recording shortfalls and deficiencies.</li> <li>h. Determine the population's educational requirements.</li> <li>i. Determine the capabilities and limitations of the FN educational systems to provide support to both the military and civilian sectors.</li> <li>j. Determine the civilian impact on military operations.</li> <li>k. Determine the military impact on education and civilians.</li> <li>l. Document the existence of student militant groups, secret societies, and student political organizations.</li> <li>m. Identify materials and lectures directed against allied forces.</li> <li>n. Identify students, teachers, and administrators with special language and technical skills.</li> <li>o. Determine the personnel, equipment, facilities, and other support needed to reestablish FN educational systems.</li> <li>p. Develop strategies for immediate mitigation.</li> <li>q. Develop plans for intermediate and long-term rehabilitation.</li> <li>r. Conduct continuous deliberate assessment updates.</li> <li>s. Evaluate MOEs, as directed.</li> <li>t. Refine the transition plan for public education support operations.</li> </ol> <p>5. The Public education functional specialists develop programs to support CMO.</p> <ol style="list-style-type: none"> <li>a. Develop procedures to determine the extent of student unrest or support.</li> </ol>		



TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. Develop procedures to determine faculty dissatisfaction or subversive activity. c. Develop procedures to determine the influence exerted on teachers and students by political parties or subversive groups. d. Provide recommendations to develop educational programs for dislocated civilians.  6. The Public education functional specialists brief the team chief or commander on matters concerning FN educational activities within the AO. a. Determine COAs based on the assessment. b. Select advantages and disadvantages of COAs. c. Determine conclusions and recommendations. d. Prepare a decision brief. e. Brief the recommended COA to the team chief or commander.  7. The Public education functional specialists implement the selected COA based upon the commander's directive. a. Provide oversight and supervision on the implementation of the COA based upon the commander's directive. b. Monitor the progress of the implementation. c. Evaluate the effectiveness of the implementation. d. Apprise the commander and staff on the status of the FN's educational systems.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*\*" Indicates a leader task step.

**SUPPORTING INDIVIDUAL TASKS**

Task Number	Task Title	References
01-9108.50-3004	Conduct a Civil Affairs Area Assessment	STP 41-38II-OFS
01-9108.50-3006	Implement Military Civic Action Projects	STP 41-38II-OFS
01-9108.50-3010	Assist in Planning Foreign Nation Support	STP 41-38II-OFS
01-9108.50-3012	Coordinate Support From Private Voluntary and Nongovernment Organizations	STP 41-38II-OFS
01-9108.50-3016	Establish Liaison With Nonmilitary Agencies and Organizations	STP 41-38II-OFS
04-9108.01-0001	Prepare a Civil-Military Operations Estimate of the Situation	STP 41-38II-OFS
04-9108.02-0105	Prepare Priority Intelligence Requirements	STP 41-38II-OFS
04-9108.02-0106	Disseminate Collected Information	STP 41-38II-OFS
04-9108.05-0021	Prepare a Civil Affairs Annex to an Operations Plan or Order	STP 41-38II-OFS
04-9108.07-0021	Prepare a Periodic Civil Affairs Report	STP 41-38II-OFS
04-9108.14-0103	Evaluate the Effectiveness of Civil-Military Operations	STP 41-38II-OFS

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-0003	Maintain Journals, Status Boards, Visual Display Charts, and Graphs Required to Manage Civil Affairs Operations	STP 41-38A1-SM
331-911-0004	Integrate Graphics and Overlays With Other Staff Sections	STP 41-38A1-SM
331-911-0006	Support the Conduct of an Area Assessment	STP 41-38A1-SM
331-911-0007	Analyze the Legal Aspects of the Law of Land Warfare on Military Operations	STP 41-38A1-SM
331-911-0011	Process Area and Functional Specialty Assessments	STP 41-38A24-SM-TG
331-911-0012	Provide Liaison With Nongovernment Organizations, Private Voluntary Organizations, and Government Organizations Within the Area of Operations	STP 41-38A24-SM-TG
331-911-0013	Support the Development of Programs That Encourage Civilian Population Support	STP 41-38A24-SM-TG
331-911-0100	Support Training to Enhance the Operation and Conduct of Civic Action Programs	STP 41-38A24-SM-TG
331-911-0101	Apprise the Commander Continuously on the Viability of the Established Government	STP 41-38A24-SM-TG
331-911-0104	Assist in Advising the Commander in Chief on Civil Affairs Capabilities and Employment Opportunities	STP 41-38A24-SM-TG
331-911-0301	Identify the Civil Affairs Missions	STP 41-38A1-SM
331-911-0303	Identify Army Command Structure and Staff Procedures and Responsibilities	STP 41-38A1-SM
331-911-0305	Assist in the Preparation of a Military Briefing	STP 41-38A1-SM
331-911-0306	Conduct Information Gathering Through Civil Affairs Activities	STP 41-38A1-SM
331-911-0307	Identify the Responsibilities, Functions, and Staff Coordination Requirements of a Civil Affairs Staff Noncommissioned Officer	STP 41-38A24-SM-TG
331-911-0308	Prepare Civil Affairs Annex	STP 41-38A24-SM-TG
331-911-0309	Conduct Civil Affairs Situational Briefing	STP 41-38A24-SM-TG
331-911-0310	Supervise the Processing of Foreign Nation, Government Organization, and Nongovernment Organization Message Traffic	STP 41-38A24-SM-TG
331-911-0311	Provide Input to the Theater Operations Plan/Operations Order Annex	STP 41-38A24-SM-TG
331-911-0401	Identify the Responsibilities and Functions of the Civil-Military Operations Staff Section	STP 41-38A1-SM
331-911-0402	Process Civil-Military Operations Reports	STP 41-38A24-SM-TG
331-911-0403	Support the Preparation of a Civil-Military Operations Estimate of the Situation	STP 41-38A1-SM
331-911-0412	Coordinate Civil-Military Operations With U.S., Foreign Nation, and International Organizations	STP 41-38A24-SM-TG
331-911-0413	Coordinate the Development and Maintenance of an Information Database in Support of Civil-Military Operations	STP 41-38A24-SM-TG
331-911-0419	Supervise the Preparation and the Update of a Civil-Military Operations Estimate	STP 41-38A24-SM-TG

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-0451	Conduct Liaison Between Commanders and Local Leaders	STP 41-38A24-SM-TG
331-911-0453	Advise the Commander and Local Leaders in the Corrections of any Shortcomings That Are Detected Within the U.S.-Sponsored Government	STP 41-38A24-SM-TG
331-911-0501	Identify the Roles, Missions, and Functions of Nongovernmental Organizations, Private Voluntary Organizations, and Other Government Organizations	STP 41-38A1-SM
331-911-0750	Identify the Missions and Responsibilities of the Public Administration Specialty	STP 41-38A1-SM
331-911-0751	Report on the Effectiveness of Local Government Agencies	STP 41-38A24-SM-TG
331-911-0800	Identify the Missions and Responsibilities of the Public Education Specialty	STP 41-38A1-SM
331-911-0801	Report on the Damage or Condition of Public Education Facilities	STP 41-38A24-SM-TG
331-911-0802	Support the Planning and Implementation of Education Programs	STP 41-38A24-SM-TG
331-911-0803	Screen Personnel and Materials in the Education System to Ensure Compliance With Directives	STP 41-38A24-SM-TG
331-911-1551	Describe the Impact of Military Operations on Civilians in the Area of Operations	STP 41-38A1-SM
O4-9108.09-0010	Plan Support for Dislocated Civilian Operations	STP 41-38II-OFS
S1-9108.50-3003	Determine How the Special Operations Imperatives Relate to Civil Affairs Operations	STP 41-38II-OFS

**SUPPORTING COLLECTIVE TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
31-2-0100.41-5001	Conduct Mission Planning (CA Team)	ARTEP 41-701-10-MTP
31-3-0011.41-5003	Conduct Area Assessment (CA Team)	ARTEP 41-701-10-MTP
41-5-0005	Conduct Civil-Military Operations With a Supported Unit	ARTEP 41-701-10-MTP
41-5-0009	Determine Civil Affairs Functional Specialty Requirements	ARTEP 41-701-10-MTP
41-5-0010	Coordinate for Foreign Nation Support	ARTEP 41-701-10-MTP

**OPFOR TASKS AND STANDARDS**

**TASK:** Perform as a Member of the U.S. Defense Attaché Team (41-OPFOR-0032)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the United States (U.S.) Department of State (DOS) and defense policies, some type of identification papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Diplomatic Security Corps. The role player will be knowledgeable of the policies of the role being portrayed (role players and scriptwriters should check out the Web page of the DOS to find procedures and policies for defense attachés). The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's

wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart of the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies, HN or allied military forces, U.S. Government agencies, and any nongovernmental organizations (NGO) or international organizations (IO) operating in the theater. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the requested support. The role player also has the authority to approve and assist in the coordination of the conduct of military operations within his regional and local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will follow along the premise that any action causes a normal reaction based upon DOS policies and procedures, protocol for U.S. diplomats and level of authority based upon his position in the Embassy. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with the DOS's normal operating procedures, providing solid insight into the actual political conditions and business practices within that area. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the DOS as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform as a Representative of Resistance Leadership (41-OPFOR-0036)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the cultural norm for the geographical region in the scenario and some type of identification papers and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the U.S. Government or military with security from his own resistance forces or shadow government if appropriate. (His presence should be fully supported by the Embassy.) The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of local and regional problems. Additionally, he should know persons who support the resistance and can be trusted to cooperate with the unit commander as the mission progresses. The role player has a solid grasp of the current mission and his counterpart's role (U.S. Country Team or CA player). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation. The role player should display a willingness to fully cooperate with the U.S. forces if doing so supports his own personal interests and possibly those of the government that he supports. He also supports the U.S. presence in his homeland.

**STANDARDS:** 1. The role player provides the unit with specific regional tactical and strategic intelligence designed to allow interaction with individuals who are sympathetic to the government. The role player has contacts in national agencies, military forces, and nongovernmental organizations or international organizations operating in the host nation. He provides information concerning his past, present, and future activities that directly impact on the mission to include policies and directives that will be broadcast to the populace. He has the authority to coordinate or negotiate support in the way of personnel, equipment, facilities, and land. The role player has the authority to approve and assist in the coordination of the conduct of military operations on behalf of the resistance within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. The role player will specifically address issues regarding dislocated civilians, health issues in his region, environmental concerns, skills training for ex-resistance forces, crop damages and effects of natural disasters, economic aid to the resistance after hostilities, and demobilization of the resistance forces. 2. The role player acts in

accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the shadow government as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality or personal interests. d. International law. e. The cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as U.S. Government Official (41-OPFOR-0037)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with United States (U.S.) Government policies, some type of papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Government or U.S. military. The role player will be knowledgeable of the policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the requested support. The role player has authority to approve and assist in the coordination of the conduct of military operations within his regional or local area of control. These actions will be based upon an action-reaction or cause-and-effect process. Scripting will allow the role player to request information on the current status of economic reviews, education reviews and public safety improvement projects, provide details of approved public facilities projects, coordinate for health assessments in areas deemed important by the U.S. Ambassador. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. This role player could portray someone from the Department of the Treasury, Federal Bureau of Investigation, Department of Defense or the intelligence community. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the U.S. Government as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform an Air Attack (41-OPFOR-0001)

**CONDITIONS:** An opposing force (OPFOR) element is able to employ aircraft.

**STANDARDS:** 1. The OPFOR surprises the unit with an air attack. 2. The OPFOR prevents the unit from completing its assigned mission. 3. The OPFOR does not lose any aircraft to ground fire.

**TASK:** Conduct a Vehicular Ambush (41-OPFOR-0002)

**CONDITIONS:** An opposing force (OPFOR) element is positioned on the unit's route.

**STANDARDS:** 1. The OPFOR prevents the unit from meeting its specified time schedule. 2. The OPFOR forces the unit to deviate from its specified route. 3. The OPFOR prevents the unit from reaching its assigned destination. 4. The OPFOR surprises the main body. 5. The OPFOR destroys the unit's combat effectiveness. **TRAINING NOTE:** Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1, *Operational Terms and Graphics*) The evaluator must consider such factors as the status of fuel, ammunition, weapons systems, and personnel in assessing the combat effectiveness of a unit.

**TASK:** Perform Chemical Operations (41-OPFOR-0006)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR prevents detection and warning of planned chemical attacks. 2. The OPFOR surprises the unit and uses chemical agents.

**TASK:** Disrupt Sustainment Operations (41-OPFOR-0011)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the unit performing sustainment operations. 2. The OPFOR prevent the unit from rearming, refueling, and resupplying. 3. The OPFOR prevent the unit from eating and sleeping.

**TASK:** Conduct an Attack (41-OPFOR-0012)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the main body of the unit. 2. The OPFOR avoids being fixed (for example, they retain freedom of movement). 3. The OPFOR accomplishes the assigned task when they—  
a. Seize the assigned terrain. b. Penetrate the defense with at least 50 percent of their forces. c. Destroy the defending unit's combat effectiveness. d. Force the defending unit to withdraw. 4. The OPFOR retains combat effectiveness. **TRAINING NOTE:** Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1) The evaluator, in assessing the combat effectiveness of a unit, must consider such factors as the status of fuel, ammunition, weapons systems, and personnel.

**ELEMENT:** Government Team

**TASK:** Provide Public Health Support (41-5-0029)

(FM 41-10)	(DA Pam 27-1)	(FM 100-23)
(FM 100-23-1)	(FM 101-5)	(FM 101-5-1)
(FM 21-10)	(FM 27-10)	(FM 4-02.17)
(FM 6-22.5)	(FM 8-10)	(FM 8-10-1)
(FM 8-10-18)	(FM 8-10-6)	(FM 8-285)
(FM 8-42)	(FM 8-43)	(FM 8-55)
(FM 90-29)	(FM 90-41)	(ST 41-10-7)
(FM TC 7-98-1)		

**ITERATION:** 1 2 3 4 5 M (Circle)

**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** As a Civil Affairs government team in a field environment, given DA Pam 27-1, FM 100-23, FM 100-23-1, FM 101-5, FM 101-5-1, FM 21-10, FM 27-10, FM 4-02.17, FM 41-10, FM 6-22.5, FM 8-10, FM 8-10-1, FM 8-10-6, FM 8-10-18, FM 8-285, FM 8-42, FM 8-43, FM 8-55, FM 90-29, FM 90-41, ST 41-10-7, and TC 7-98-1. The commander has been tasked to direct civil-military operations (CMO) within the area of operations (AO). Command and control, logistics, administration, communications, and security have been established in the AO. United States (U.S.) policies and objectives and foreign nation (FN) and U.S. agreements for the conduct of CMO are available. The FN government can conduct limited operations. Some iterations of this task should be performed in MOPP4.

**TASK STANDARDS:** The public health functional specialists evaluate the FN’s public health and welfare systems, develop plans, and provide supervision to support the commander’s intent in accordance with U.S. policies, objectives, and FN agreements.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> <li>1. The public health functional specialists conduct preliminary assessment and mission preparation.                             <ol style="list-style-type: none"> <li>a. Analyze the situation and potential courses of action (COAs) considering mission, enemy, terrain and weather, troops available, time available, and civil considerations.</li> <li>b. Read the country and area studies.</li> <li>c. Receive the mission.</li> <li>d. Review the operation order.</li> <li>e. Review the supported unit’s standing operating procedures.</li> <li>f. Establish connectivity and communications with the supported unit.</li> <li>g. Conduct mission analysis.</li> <li>h. Identify implied and specified tasks.                                     <ol style="list-style-type: none"> <li>i. Identify mission essential tasks.</li> <li>j. Prioritize tasks.</li> </ol> </li> <li>k. Develop measures of effectiveness (MOEs) for each task.</li> <li>l. Develop a team plan for public health support operations.</li> <li>m. Rehearse the team plan.</li> <li>n. Develop an initial transition plan for public health support operations.</li> </ol> </li> <li>2. The public health functional specialists coordinate with appropriate staff sections, CA teams, and other military units.                             <ol style="list-style-type: none"> <li>a. Establish communications with other staff sections.</li> <li>b. Establish communications with other CA units.</li> <li>c. Establish communications with other units involved with public health and welfare issues.</li> </ol> </li> </ol>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>d. Determine mutual, overlapping, and collective public health requirements within the force.</li> <li>e. Resolve duplication of effort.</li> <li>f. Coordinate activities.</li> </ul> <p>3. The public health functional specialists establish liaison with appropriate nonmilitary agencies, organizations, and personnel.</p> <ul style="list-style-type: none"> <li>a. Identify international organizations, nongovernmental organizations, FN agencies, organizations, and institutions involved with public health and welfare issues.</li> <li>b. Determine authority, functions, and relationships of these agencies and organizations.</li> <li>c. Identify key personnel.</li> <li>d. Coordinate liaison activities with the supported unit's civil-military operations center and S-5/G-5.</li> <li>e. Establish communications with key personnel.</li> <li>f. Determine FN public health policy.</li> <li>g. Determine scope, capabilities, and effectiveness of these agencies and organizations.</li> <li>h. Assess the activities of these agencies and organizations in relation to CMO.</li> <li>i. Maintain and document contacts and communications.</li> </ul> <p>4. The public health functional specialists conduct a deliberate assessment of the AO.</p> <ul style="list-style-type: none"> <li>a. Execute the assessment using civil areas, structures, capabilities, organizations, people, and events as a guide to focus the assessment and establish the links between the supported commander's mission and the civil dimension.</li> <li>b. Review the area study, laws, international agreements, World Health Organization reports, and other data sources for all issues relating to public health and welfare.</li> <li>c. Consolidate priority intelligence requirements, requests for information, and requests for assistance.</li> <li>d. Identify hospitals; sanitariums and asylums; homes for the aged, disabled, infirm and indigent; medical, dental, and veterinary clinics; sanitation installations; diagnostic laboratories; and other facilities associated with public health and welfare.</li> <li>e. Record their locations, capacities, conditions, and range of services.</li> <li>f. Determine the number, training, and availability of personnel in public health related professions.</li> <li>g. Identify sources and quantities of medicines, supplies, equipment, and other resources.</li> <li>h. Determine shortages or surpluses that may occur.</li> <li>i. Identify the organizational structure, scope, and capacities of the public health and welfare systems, recording shortfalls and deficiencies.</li> <li>j. Identify the general health conditions of the populace.</li> <li>k. Identify endemic and epidemic diseases present in the population.</li> <li>l. Identify breeding places for disease carrying insects.</li> <li>m. Identify vectors of disease transmission.</li> <li>n. Identify immunization programs.</li> <li>o. Identify leading causes of illness.</li> <li>p. Identify leading causes of death.</li> <li>q. Determine the population's public health and welfare requirements.</li> <li>r. Determine the need for veterinary services.</li> </ul>		



TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>s. Determine control and supply of water.</li> <li>t. Determine sewage and waste disposal methods.</li> <li>u. Assess the ability of the public health and welfare systems to provide support to both the military and civilian sectors.</li> <li>v. Determine the civilian impact on military operations.</li> <li>w. Determine the military impact on civilians.</li> <li>x. Develop strategies to meet the public health and welfare systems needs of both the military and civilian sectors.</li> <li>y. Determine the personnel, equipment, facilities, technical expertise, training and other resources needed to reestablish public health and welfare services and systems.</li> <li>z. Develop plans for intermediate and long-range reconstruction.</li> <li>aa. Conduct continuous deliberate assessment updates.</li> <li>ab. Evaluate MOEs, as directed.</li> <li>ac. Refine the transition plan for public health support operations.</li> </ul> <p>5. The public health functional specialists develop plans, policies and procedures to support CMO as well as to prevent and control diseases.</p> <ul style="list-style-type: none"> <li>a. Develop plans to establish disease control programs.</li> <li>b. Develop policies on the safe disposal of waste.</li> <li>c. Develop policies to prevent disease risks to animals and marine life.</li> <li>d. Develop procedures to educate the public on health issues and ensure local public health ordinances are publicized and enforced.</li> </ul> <p>6. The public health functional specialists brief the team chief or commander on matters concerning public health and welfare activities within the AO.</p> <ul style="list-style-type: none"> <li>a. Determine COAs based on the assessment.</li> <li>b. Select advantages and disadvantages of COAs.</li> <li>c. Determine conclusions and recommendations.</li> <li>d. Prepare a decision brief.</li> <li>e. Brief the recommended COA to the team chief or commander.</li> </ul> <p>7. The public health functional specialists implement the selected COA based upon the commander's directive.</p> <ul style="list-style-type: none"> <li>a. Provide oversight and supervision on the implementation of the COA based upon the commander's directive.</li> <li>b. Monitor the progress of the implementation.</li> <li>c. Evaluate the effectiveness of the implementation.</li> <li>d. Apprise the commander and staff on the status of the FN's public health and welfare systems.</li> </ul>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

“\*” Indicates a leader task step.

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
01-9108.50-3004	Conduct a Civil Affairs Area Assessment	STP 41-38II-OFS
01-9108.50-3010	Assist in Planning Foreign Nation Support	STP 41-38II-OFS
01-9108.50-3012	Coordinate Support From Private Voluntary and Nongovernment Organizations	STP 41-38II-OFS
01-9108.50-3016	Establish Liaison With Nonmilitary Agencies and Organizations	STP 41-38II-OFS
04-9108.01-0001	Prepare a Civil-Military Operations Estimate of the Situation	STP 41-38II-OFS
04-9108.02-0105	Prepare Priority Intelligence Requirements	STP 41-38II-OFS
04-9108.02-0106	Disseminate Collected Information	STP 41-38II-OFS
04-9108.05-0021	Prepare a Civil Affairs Annex to an Operations Plan or Order	STP 41-38II-OFS
04-9108.07-0021	Prepare a Periodic Civil Affairs Report	STP 41-38II-OFS
04-9108.14-0103	Evaluate the Effectiveness of Civil-Military Operations	STP 41-38II-OFS
331-911-0003	Maintain Journals, Status Boards, Visual Display Charts, and Graphs Required to Manage Civil Affairs Operations	STP 41-38A1-SM
331-911-0004	Integrate Graphics and Overlays With Other Staff Sections	STP 41-38A1-SM
331-911-0006	Support the Conduct of an Area Assessment	STP 41-38A1-SM
331-911-0007	Analyze the Legal Aspects of the Law of Land Warfare on Military Operations	STP 41-38A1-SM
331-911-0011	Process Area and Functional Specialty Assessments	STP 41-38A24-SM-TG
331-911-0012	Provide Liaison With Nongovernment Organizations, Private Voluntary Organizations, and Government Organizations Within the Area of Operations	STP 41-38A24-SM-TG
331-911-0013	Support the Development of Programs That Encourage Civilian Population Support	STP 41-38A24-SM-TG
331-911-0101	Apprise the Commander Continuously on the Viability of the Established Government	STP 41-38A24-SM-TG
331-911-0301	Identify the Civil Affairs Missions	STP 41-38A1-SM
331-911-0303	Identify Army Command Structure and Staff Procedures and Responsibilities	STP 41-38A1-SM
331-911-0305	Assist in the Preparation of a Military Briefing	STP 41-38A1-SM
331-911-0306	Conduct Information Gathering Through Civil Affairs Activities	STP 41-38A1-SM
331-911-0307	Identify the Responsibilities, Functions, and Staff Coordination Requirements of a Civil Affairs Staff Noncommissioned Officer	STP 41-38A24-SM-TG
331-911-0308	Prepare Civil Affairs Annex	STP 41-38A24-SM-TG
331-911-0309	Conduct Civil Affairs Situational Briefing	STP 41-38A24-SM-TG
331-911-0310	Supervise the Processing of Foreign Nation, Government Organization, and Nongovernment Organization Message Traffic	STP 41-38A24-SM-TG
331-911-0311	Provide Input to the Theater Operations Plan/Operations Order Annex	STP 41-38A24-SM-TG
331-911-0401	Identify the Responsibilities and Functions of the Civil-Military Operations Staff Section	STP 41-38A1-SM
331-911-0402	Process Civil-Military Operations Reports	STP 41-38A24-SM-TG

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-0403	Support the Preparation of a Civil-Military Operations Estimate of the Situation	STP 41-38A1-SM
331-911-0412	Coordinate Civil-Military Operations With U.S., Foreign Nation, and International Organizations	STP 41-38A24-SM-TG
331-911-0413	Coordinate the Development and Maintenance of an Information Database in Support of Civil-Military Operations	STP 41-38A24-SM-TG
331-911-0419	Supervise the Preparation and the Update of a Civil-Military Operations Estimate	STP 41-38A24-SM-TG
331-911-0451	Conduct Liaison Between Commanders and Local Leaders	STP 41-38A24-SM-TG
331-911-0453	Advise the Commander and Local Leaders in the Corrections of any Shortcomings That Are Detected Within the U.S.-Sponsored Government	STP 41-38A24-SM-TG
331-911-0501	Identify the Roles, Missions, and Functions of Nongovernmental Organizations, Private Voluntary Organizations, and Other Government Organizations	STP 41-38A1-SM
331-911-0751	Report on the Effectiveness of Local Government Agencies	STP 41-38A24-SM-TG
331-911-0900	Identify the Missions and Responsibilities of the Public Health Specialty	STP 41-38A1-SM
331-911-0901	Report on the Local Public Health Needs	STP 41-38A24-SM-TG
331-911-0902	Coordinate Use of Civilian Medical Facilities and Supplies by U.S. Forces	STP 41-38A24-SM-TG
331-911-0903	Coordinate Military Assistance for the Disposition of Human and Animal Remains	STP 41-38A24-SM-TG
331-911-0904	Coordinate the Utilization of Civilian Public Health and Sanitation Services	STP 41-38A24-SM-TG
331-911-0905	Coordinate for the Prevention, Control, and Treatment of Diseases	STP 41-38A24-SM-TG
331-911-0906	Coordinate Acquisition of Medical Support Required by the Civilian Sector From Either U.S. Military or Civilian Sources	STP 41-38A24-SM-TG
331-911-1551	Describe the Impact of Military Operations on Civilians in the Area of Operations	STP 41-38A1-SM
S1-9108.50-3003	Determine How the Special Operations Imperatives Relate to Civil Affairs Operations	STP 41-38II-OFS

**SUPPORTING COLLECTIVE TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
31-2-0100.41-5001	Conduct Mission Planning (CA Team)	ARTEP 41-701-10-MTP
31-3-0011.41-5003	Conduct Area Assessment (CA Team)	ARTEP 41-701-10-MTP
41-5-0005	Conduct Civil-Military Operations With a Supported Unit	ARTEP 41-701-10-MTP
41-5-0009	Determine Civil Affairs Functional Specialty Requirements	ARTEP 41-701-10-MTP
41-5-0010	Coordinate for Foreign Nation Support	ARTEP 41-701-10-MTP

## OPFOR TASKS AND STANDARDS

**TASK:** Perform as a Local Host Nation Military Officer (41-OPFOR-0028)

**CONDITIONS:** Given a detailed script, the role player will have a uniform that resembles the host nation (HN) to which he belongs. (At a minimum, he will be the equivalent of a field grade officer. The national flag of the portrayed country should be on the uniform.) He will be armed with a pistol and some type of identification papers verifying his status, rank, name, unit, and clearance; and speak with an accent close to that of the actual area of responsibility (AOR) that he represents. If appropriate, he should be accompanied by a security element from his country or an allied nation if the scenario is in a North Atlantic Treaty Organization or United Nations atmosphere. The role player will be knowledgeable of the cultural, political and personal morals, beliefs and policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (United States [U.S.] CA player). The role player should, per his commander's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific military information designed to allow interaction for combined and joint missions with HN (local) or allied military forces. The role player has the authority to coordinate support in the way of security personnel, equipment, facilities, and units. This support may come from HN or allied military, depending on the scenario. He agrees to authorize or approve the conduct of military operations within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will follow along the premise that any action causes a normal reaction based upon the national cultural lines of the role player's national origin. The results of the interaction will focus upon military concerns for dislocated civilians, public safety, food supplies, transportation shortages, and public health services. 2. The role player acts in accordance with (IAW) the cultural norms established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The national interests as known for the CA unit's war-traced AOR. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. The cultural norms of the unit's war-traced AOR.

**TASK:** Perform as an Allied Nation Military Officer (41-OPFOR-0029)

**CONDITIONS:** Given a detailed script, the role player will have a uniform that resembles the allied nation to which he belongs. (At a minimum, he will be the equivalent of a field grade officer. The national flag of the portrayed country should be on the uniform.) He will be armed with a pistol; have some type of identification papers verifying his status, rank, name, unit, and clearance; and speak with an accent close to that of the actual area of responsibility (AOR) that he represents. If appropriate, he should be accompanied by a security element from his country or an allied nation if the scenario is in a North Atlantic Treaty Organization (NATO) or United Nations (UN) atmosphere. The role player will be knowledgeable of the cultural, political and personal morals, beliefs and policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (United States [U.S.] CA player). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation. The role player should, as per his commander's wishes and instructions, initially display a willingness to fully cooperate with the U.S. forces as well as support the U.S. presence in the joint operational area. (NOTE: It is realistic for the role player to portray the member of an allied force working in a NATO, coalition forces or UN forces mission.)

**STANDARDS:** 1. The role player provides the unit with specific military information designed to allow interaction or combined and joint missions with host nation (HN) (local) or allied military forces. The role player has the authority to coordinate HN or allied military support in the way of security personnel, equipment, facilities, and units. He agrees to authorize or approve the conduct of military operations within his regional and local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will follow along the premise that any action causes a normal reaction based upon the national cultural lines of the role player's national origin. The results of the interaction will be based solely upon the failure or success of the CA unit to properly prepare for the meeting with adequate knowledge of how the role player does business and what it takes to cooperate in the civil-military environment. 2. The role player acts in accordance with (IAW) the cultural norms established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The national interests as known for the CA unit's war-traced AOR. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. The cultural norms of the unit's war-trace AOR.

**TASK:** Perform as a Member of the U.S. Defense Attaché Team (41-OPFOR-0032)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the United States (U.S.) Department of State (DOS) and defense policies, some type of identification papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Diplomatic Security Corps. The role player will be knowledgeable of the policies of the role being portrayed (role players and scriptwriters should check out the Web page of the DOS to find procedures and policies for defense attachés). The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart of the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies, HN or allied military forces, U.S. Government agencies, and any nongovernmental organizations (NGO) or international organizations (IO) operating in the theater. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the requested support. The role player also has the authority to approve and assist in the coordination of the conduct of military operations within his regional and local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will follow along the premise that any action causes a normal reaction based upon DOS policies and procedures, protocol for U.S. diplomats and level of authority based upon his position in the Embassy. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with the DOS's normal operating procedures, providing solid insight into the actual political conditions and business practices within that area. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the DOS as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform as a Representative of Resistance Leadership (41-OPFOR-0036)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the cultural norm for the geographical region in the scenario and some type of identification papers, and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the U.S. Government or military with security from his own resistance forces or shadow government if appropriate. (His presence should be fully supported by the Embassy.) The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of local and regional problems. Additionally, he should know persons who support the resistance and can be trusted to cooperate with the unit commander as the mission progresses. The role player has a solid grasp of the current mission and his counterpart's role (U.S. Country Team or CA player). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation. The role player should display a willingness to fully cooperate with the U.S. forces if doing so supports his own personal interests and possibly those of the government that he supports. He also supports the U.S. presence in his homeland.

**STANDARDS:** 1. The role player provides the unit with specific regional tactical and strategic intelligence designed to allow interaction with individuals who are sympathetic to the government. The role player has contacts in national agencies, military forces, and nongovernmental organizations or international organizations operating in the host nation. He provides information concerning his past, present, and future activities that directly impact on the mission to include policies and directives that will be broadcast to the populace. He has the authority to coordinate or negotiate support in the way of personnel, equipment, facilities, and land. The role player has the authority to approve and assist in the coordination of the conduct of military operations on behalf of the resistance within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. The role player will specifically address issues regarding dislocated civilians, health issues in his region, environmental concerns, skills training for ex-resistance forces, crop damages and effects of natural disasters, economic aid to the resistance after hostilities, and demobilization of the resistance forces. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the shadow government as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality or personal interests. d. International law. e. The cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as a Dislocated Civilian (Displaced Person) (41-OPFOR-0039)

**CONDITIONS:** Given a detailed script, the role player will fill a role as a displaced person. A displaced person is a civilian who is involuntarily outside the national boundary of his country (stranded) in time of war; for example, foreign tourists, aid workers, foreign laborers. The role player will have clothing that is suitable and in keeping with the cultural norm for his country of origin or his company uniform, some type of identification papers verifying his status, name, and residence. If appropriate, he should be scared for his safety or accompanied by family members if a tourist. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the United States (U.S.) military mission. Initial rapport has been established but not necessarily on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to cause a diplomatic complaint. The role player should exhibit a great deal of concern toward cooperating with the U.S. forces and a paranoid feeling about the U.S. presence in the host nation. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures the role player moves onto and disrupts movement on main supply routes (MSRs) and interferes with tactical operations.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and the quality of his responses concerning the enemy and the local situation. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will be such that the role player will have information concerning some aspect of different tasks; for example, enemy movements, agricultural information from his home region, status of roads and bridges, availability of fuel and electricity, information on health issues and medical personnel in his region, dislocated civilians still traveling behind him, and environmental disasters. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures, the role player moves onto and disrupts movement on MSRs and interferes with tactical operations.

**TASK:** Perform as a Dislocated Civilian (Refugee) (41-OPFOR-0040)

**CONDITIONS:** Given a detailed script, the role player will fill a role as a refugee. A refugee is a civilian who has left home to seek safety because of real or imagined danger; for example, conflict among local farmers along the border, foreign nationals fleeing combat on the border, mountain people fleeing an earthquake or volcano eruption. The role player will have clothing and baggage that are suitable and in keeping with the cultural norms for his country of origin, some type of identification papers verifying his status, name, and country of residence. If appropriate, he should be scared for himself and his family's safety. He may have injuries that require immediate attention. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the United States (U.S.) military mission. Initial rapport has been established but not necessarily on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation. The role player should display a very neutral attitude toward cooperating with the U.S. forces and an apathetic feeling about supporting the U.S. presence in his homeland.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and the quality of his responses concerning the enemy and the local situation. Scripting will allow the role player to provide information in the following categories: enemy movements, movements of other dislocated civilians, crimes committed by others, health conditions observed, food and water availability, vehicles stranded by fuel or repair problems, and local police activities during the role player's movement. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures the role player moves onto and disrupts movement on main supply routes and interferes with tactical operations.

**TASK:** Perform as a Dislocated Civilian (Evacuee) (41-OPFOR-0041)

**CONDITIONS:** Given a detailed script, the role player will be an evacuee. An evacuee is a civilian removed from his place of residence by local or national military order. Evacuation can be voluntary or forced, preferably ordered by host nation (HN) government, but in extreme cases ordered by United States (U.S.) ground commander (division level or higher) to prevent casualties due to natural disasters and combat operations. The evacuee will have clothing and some baggage that are suitable and in keeping with the cultural norms of the HN as detailed in the scenario and some type of identification papers verifying his status, name, and residence. If appropriate, he should be scared for his safety and accompanied by family members. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the U.S. military mission. Sometimes he is terrified of being forced to move despite the danger of combat or natural disaster in the vicinity. Initial rapport has been established but not necessarily on a friendly basis. A serious or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to cause a diplomatic complaint.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and the quality of his responses concerning all aspects of his journey. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with normal procedures, provide solid insight into the actual political conditions, and personal beliefs and feelings within that area. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures the role player moves onto and disrupts movement on main supply routes and interferes with tactical operations.

**TASK:** Perform as an Evacuee (41-OPFOR-0042)

**CONDITIONS:** Given a detailed script, the role player will fill a role in one of the following three categories of evacuee (each having specific differences): 1. United States (U.S.) military personnel specifically designated for evacuation as noncombatants. 2. Dependents of members of the U.S. Armed Forces. 3. Civilian employees of all agencies of the U.S. Government and their dependents. Noncombatant status also includes U.S. (or non-U.S.) citizens who may be authorized or assisted in evacuation by a competent authority: 1. Private U.S. citizens and their dependents. 2. Civilian employees of U.S. Government agencies and their dependents who, on their own volition, are residents in the concerned country but express the willingness to be evacuated. The role player should have clothing and baggage that are suitable and in keeping with the cultural norm for his country of origin in the scenario and some type of identification papers verifying his status, name, and residence. If appropriate, he should be scared for his safety and accompanied by family members. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has a solid grasp of the U.S. military mission. Initial rapport has been established, and all parties are currently on a friendly basis. The role player should display shock and concern about the evacuation.

**STANDARDS:** 1. The role player will cooperate and assist U.S., coalition, and allied operations whenever and wherever possible because it serves his safety needs and ensures his well-being. He is extremely helpful in providing information critical to the mission. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). (TRAINING NOTE: During evacuation operations, foreign nationals may be evacuated with U.S. citizens.) 3. The role player behaves IAW the personality scripted and developed for



him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with normal procedures, providing solid insight into the actual political conditions and personal beliefs and feelings within that area. (TRAINING NOTE: As a group, the role players are generally cooperative. Some role players may exhibit irrational behavior such as refusing to board the aircraft without their pets.)

4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. The role player supports actions that offer a rapid departure from the danger area. 5. The role player opposes actions that would prolong his stay in the area. Without positive controls he becomes unruly and disrupts the operation.

**TASK:** Perform as U.S. Government Official (41-OPFOR-0037)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with United States (U.S.) Government policies, some type of papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Government or U.S. military. The role player will be knowledgeable of the policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the requested support. The role player has authority to approve and assist in the coordination of the conduct of military operations within his regional or local area of control. These actions will be based upon an action-reaction or cause-and-effect process. Scripting will allow the role player to request information on the current status of economic reviews, education reviews and public safety improvement projects, provide details of approved public facilities projects, coordinate for health assessments in areas deemed important by the U.S. Ambassador. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. This role player could portray someone from the Department of the Treasury, Federal Bureau of Investigation, Department of Defense or the intelligence community. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the U.S. Government as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform an Air Attack (41-OPFOR-0001)

**CONDITIONS:** An opposing force (OPFOR) element is able to employ aircraft.

**STANDARDS:** 1. The OPFOR surprises the unit with an air attack. 2. The OPFOR prevents the unit from completing its assigned mission. 3. The OPFOR does not lose any aircraft to ground fire.

**TASK:** Conduct a Vehicular Ambush (41-OPFOR-0002)

**CONDITIONS:** An opposing force (OPFOR) element is positioned on the unit's route.

**STANDARDS:** 1. The OPFOR prevents the unit from meeting its specified time schedule. 2. The OPFOR forces the unit to deviate from its specified route. 3. The OPFOR prevents the unit from reaching its assigned destination. 4. The OPFOR surprises the main body. 5. The OPFOR destroys the unit's combat effectiveness. TRAINING NOTE: Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1, *Operational Terms and Graphics*) The evaluator must consider such factors as the status of fuel, ammunition, weapons systems, and personnel in assessing the combat effectiveness of a unit.

**TASK:** Perform Chemical Operations (41-OPFOR-0006)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR prevents detection and warning of planned chemical attacks. 2. The OPFOR surprises the unit and uses chemical agents.

**TASK:** Disrupt Sustainment Operations (41-OPFOR-0011)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the unit performing sustainment operations. 2. The OPFOR prevent the unit from rearming, refueling, and resupplying. 3. The OPFOR prevent the unit from eating and sleeping.

**TASK:** Conduct an Attack (41-OPFOR-0012)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the main body of the unit. 2. The OPFOR avoids being fixed (for example, they retain freedom of movement). 3. The OPFOR accomplishes the assigned task when they—  
a. Seize the assigned terrain. b. Penetrate the defense with at least 50 percent of their forces. c. Destroy the defending unit's combat effectiveness. d. Force the defending unit to withdraw. 4. The OPFOR retains combat effectiveness. TRAINING NOTE: Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1) The evaluator, in assessing the combat effectiveness of a unit, must consider such factors as the status of fuel, ammunition, weapons systems, and personnel.

**ELEMENT:** Government Team

**TASK:** Provide Public Safety Support (41-5-0030)  
 (FM 41-10) (DA Pam 27-1) (FM 100-23)  
 (FM 100-23-1) (FM 101-5) (FM 101-5-1)  
 (FM 19-15) (FM 19-40) (FM 27-10)  
 (FM 5-415) (FM 90-29) (FM 90-41)  
 (TC 7-98-1)

**ITERATION:** 1 2 3 4 5 M (Circle)  
**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** As a Civil Affairs government team in a field environment, given DA Pam 27-1, FM 100-23, FM 100-23-1, FM 101-5, FM 101-5-1, FM 19-15, FM 19-40, FM 27-10, FM 41-10, FM 5-415, FM 90-29, FM 90-41, and TC 7-98-1. The commander has been tasked to direct civil-military operations (CMO) within the area of operations (AO). Command and control, logistics, administration, communications, and security have been established in the AO. United States (U.S.) policies and objectives and foreign nation (FN) and U.S. agreements for the conduct of CMO are available. The FN government can conduct limited operations. Some iterations of this task should be performed in MOPP4.

**TASK STANDARDS:** The Public safety functional specialists evaluate the FN's public safety systems, develop plans and provide supervision to support the commander's intent in accordance with U.S. policies, objectives, and FN agreements.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> <li>1. The public safety functional specialists conduct preliminary assessment and mission preparation.                             <ol style="list-style-type: none"> <li>a. Analyze the situation and potential courses of action (COAs) considering mission, enemy, terrain and weather, troops available, time available, and civil considerations.</li> <li>b. Read the country and area studies.</li> <li>c. Receive the mission.</li> <li>d. Review the operation order.</li> <li>e. Review the supported unit's standing operating procedures (SOPs).</li> <li>f. Establish connectivity and communications with supported unit.</li> <li>g. Conduct mission analysis.</li> <li>h. Identify implied and specified tasks.</li> <li>i. Identify mission essential tasks.</li> <li>j. Prioritize tasks.</li> <li>k. Develop measures of effectiveness (MOEs) for each task.</li> <li>l. Develop a team plan for public safety support operations.</li> <li>m. Rehearse the team plan.</li> <li>n. Develop an initial transition plan for public safety support operations.</li> </ol> </li> <li>2. The public safety functional specialists coordinate with appropriate staff sections, CA teams, and other military units.                             <ol style="list-style-type: none"> <li>a. Establish communications with other staff sections.</li> <li>b. Establish communications with other CA units.</li> <li>c. Establish communications with other units involved with public safety issues.</li> <li>d. Determine mutual, overlapping, and collective public safety requirements within the force.</li> <li>e. Resolve duplication of effort.</li> <li>f. Coordinate activities.</li> </ol> </li> </ol>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>3. The public safety functional specialists establish liaison with appropriate nonmilitary agencies, organizations, and personnel.</p> <ul style="list-style-type: none"> <li>a. Identify FN ministries, police and fire departments, security forces, auxiliary forces, penal and corrections institutions, and private firms involved with public safety issues.</li> <li>b. Identify international organizations (IOs), nongovernmental organizations (NGOs), FN agencies, and other organizations involved with public safety issues.</li> <li>c. Determine locations, jurisdictions, authority, responsibilities, functions, and relationships of these departments and organizations.</li> <li>d. Identify key personnel.</li> <li>e. Coordinate liaison activities with the supported unit's civil-military operations center and S-5/G-5.</li> <li>f. Establish communications with key personnel.</li> <li>g. Determine scope, capabilities, and effectiveness of these agencies and organizations.</li> <li>h. Assess the activities of these agencies and organizations in relation to CMO.</li> <li>i. Maintain and document contacts and communications.</li> </ul> <p>4. The public safety functional specialists conduct a deliberate assessment of the AO.</p> <ul style="list-style-type: none"> <li>a. Execute the assessment using civil areas, structures, capabilities, organizations, people, and events as a guide to focus the assessment and establish the links between the supported commander's mission and the civil dimension.</li> <li>b. Review the area study, laws, international agreements, FN public safety plans, and other data sources for all issues relating to public safety.</li> <li>c. Consolidate priority intelligence requirements.</li> <li>d. Identify available resources.</li> <li>e. Identify the organization, scope, and capacities of the FN public safety systems, recording shortfalls and deficiencies.</li> <li>f. Determine the population's public safety requirements.</li> <li>g. Assess the ability of the FN's public safety systems to provide support to both the military and civilian sectors.</li> <li>h. Determine the civilian impact on military operations.</li> <li>i. Determine the military impact on civilians.</li> <li>j. Develop strategies to provide FN's public safety systems support to both the military and civilian sectors.</li> <li>k. Determine the personnel, equipment, facilities, training, and other support needed to reestablish public safety systems.</li> <li>l. Develop plans for intermediate and long-range reconstruction.</li> <li>m. Conduct continuous deliberate assessment updates.</li> <li>n. Evaluate MOEs, as directed.</li> <li>o. Refine the transition plan for public safety support operations.</li> </ul> <p>5. The public safety functional specialists develop policies and procedures to support CMO.</p> <ul style="list-style-type: none"> <li>a. Facilitate installation of emergency communication radio and phone links to FN and international public safety organizations.</li> <li>b. Develop agreements, policies, and procedures among FN, international, and military organizations for mutual aid and assistance in matters involving public safety.</li> </ul>		

<b>TASK STEPS AND PERFORMANCE MEASURES</b>	<b>GO</b>	<b>NO-GO</b>
<ul style="list-style-type: none"> <li>c. Develop documentation systems to register public safety violations and accidents; FN and allied complaints; infractions and criminal activities.</li> <li>d. Develop a documentation system to register FN, NGOs, and IO requests for assistance, actions taken, and actions completed.</li> <li>e. Develop integrated SOPs for military, FN, and international public safety organizations to respond to civil disturbances and riot control.</li> <li>f. Develop public safety plans to legally minimize civilian interference with tactical and logistical operations.</li> <li>g. Develop instructional materials for allied forces on FN public safety organizations that address authority, capabilities, disposition, personnel, equipment, weapons, and uniforms.</li> </ul> <p>6. The public safety functional specialists brief the team chief or commander on matters concerning public safety activities within the AO.</p> <ul style="list-style-type: none"> <li>a. Determine COAs based on the assessment.</li> <li>b. Select advantages and disadvantages of COAs.</li> <li>c. Determine conclusions and recommendations.</li> <li>d. Prepare a decision brief.</li> <li>e. Brief the recommended COA to the team chief or commander.</li> </ul> <p>7. The public safety functional specialists implement the selected COA based upon the commander's directive.</p> <ul style="list-style-type: none"> <li>a. Provide oversight and supervision on the implementation of the COA based upon the commander's directive.</li> <li>b. Monitor the progress of the implementation.</li> <li>c. Evaluate the effectiveness of the implementation.</li> <li>d. Apprise the commander and staff on the status of the FN's public safety systems.</li> </ul>		

<b>TASK PERFORMANCE / EVALUATION SUMMARY BLOCK</b>							
<b>ITERATION</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>M</b>	<b>TOTAL</b>
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

“(\*)” Indicates a leader task step.

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
01-9108.50-3004	Conduct a Civil Affairs Area Assessment	STP 41-38II-OFS
01-9108.50-3010	Assist in Planning Foreign Nation Support	STP 41-38II-OFS
01-9108.50-3012	Coordinate Support From Private Voluntary and Nongovernment Organizations	STP 41-38II-OFS
01-9108.50-3016	Establish Liaison With Nonmilitary Agencies and Organizations	STP 41-38II-OFS
04-9108.01-0001	Prepare a Civil-Military Operations Estimate of the Situation	STP 41-38II-OFS
04-9108.02-0105	Prepare Priority Intelligence Requirements	STP 41-38II-OFS
04-9108.02-0106	Disseminate Collected Information	STP 41-38II-OFS
04-9108.05-0021	Prepare a Civil Affairs Annex to an Operations Plan or Order	STP 41-38II-OFS
04-9108.07-0021	Prepare a Periodic Civil Affairs Report	STP 41-38II-OFS

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
04-9108.14-0103	Evaluate the Effectiveness of Civil-Military Operations	STP 41-38II-OFS
331-911-0003	Maintain Journals, Status Boards, Visual Display Charts, and Graphs Required to Manage Civil Affairs Operations	STP 41-38A1-SM
331-911-0004	Integrate Graphics and Overlays With Other Staff Sections	STP 41-38A1-SM
331-911-0006	Support the Conduct of an Area Assessment	STP 41-38A1-SM
331-911-0007	Analyze the Legal Aspects of the Law of Land Warfare on Military Operations	STP 41-38A1-SM
331-911-0011	Process Area and Functional Specialty Assessments	STP 41-38A24-SM-TG
331-911-0012	Provide Liaison With Nongovernment Organizations, Private Voluntary Organizations, and Government Organizations Within the Area of Operations	STP 41-38A24-SM-TG
331-911-0013	Support the Development of Programs That Encourage Civilian Population Support	STP 41-38A24-SM-TG
331-911-0301	Identify the Civil Affairs Missions	STP 41-38A1-SM
331-911-0303	Identify Army Command Structure and Staff Procedures and Responsibilities	STP 41-38A1-SM
331-911-0305	Assist in the Preparation of a Military Briefing	STP 41-38A1-SM
331-911-0306	Conduct Information Gathering Through Civil Affairs Activities	STP 41-38A1-SM
331-911-0307	Identify the Responsibilities, Functions, and Staff Coordination Requirements of a Civil Affairs Staff Noncommissioned Officer	STP 41-38A24-SM-TG
331-911-0308	Prepare Civil Affairs Annex	STP 41-38A24-SM-TG
331-911-0309	Conduct Civil Affairs Situational Briefing	STP 41-38A24-SM-TG
331-911-0310	Supervise the Processing of Foreign Nation, Government Organization, and Nongovernment Organization Message Traffic	STP 41-38A24-SM-TG
331-911-0311	Provide Input to the Theater Operations Plan/Operations Order Annex	STP 41-38A24-SM-TG
331-911-0401	Identify the Responsibilities and Functions of the Civil-Military Operations Staff Section	STP 41-38A1-SM
331-911-0402	Process Civil-Military Operations Reports	STP 41-38A24-SM-TG
331-911-0403	Support the Preparation of a Civil-Military Operations Estimate of the Situation	STP 41-38A1-SM
331-911-0412	Coordinate Civil-Military Operations With U.S., Foreign Nation, and International Organizations	STP 41-38A24-SM-TG
331-911-0413	Coordinate the Development and Maintenance of an Information Database in Support of Civil-Military Operations	STP 41-38A24-SM-TG
331-911-0419	Supervise the Preparation and the Update of a Civil-Military Operations Estimate	STP 41-38A24-SM-TG
331-911-0451	Conduct Liaison Between Commanders and Local Leaders	STP 41-38A24-SM-TG
331-911-0453	Advise the Commander and Local Leaders in the Corrections of any Shortcomings That Are Detected Within the U.S.-Sponsored Government	STP 41-38A24-SM-TG

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-0501	Identify the Roles, Missions, and Functions of Nongovernmental Organizations, Private Voluntary Organizations, and Other Government Organizations	STP 41-38A1-SM
331-911-0751	Report on the Effectiveness of Local Government Agencies	STP 41-38A24-SM-TG
331-911-0950	Identify the Missions and Responsibilities of the Public Safety Specialty	STP 41-38A1-SM
331-911-0951	Coordinate Public Safety Services in Support of Military Operations	STP 41-38A24-SM-TG
331-911-0952	Report on the Capabilities of Public Safety Resources	STP 41-38A24-SM-TG
331-911-0953	Implement Weapons and Contraband Measures	STP 41-38A24-SM-TG
331-911-0954	Support Training the Indigenous Police Organizations/Paramilitary Forces in Populace and Resources Control	STP 41-38A24-SM-TG
331-911-0955	Report on Political Alignments, Crimes, and Demographics of Inmates	STP 41-38A24-SM-TG
331-911-0956	Provide Liaison Between the Military Forces and Public Safety Agencies	STP 41-38A24-SM-TG
331-911-0957	Supervise Local Police, Firefighting, Rescue Agencies, and Penal Institutions	STP 41-38A24-SM-TG
331-911-1551	Describe the Impact of Military Operations on Civilians in the Area of Operations	STP 41-38A1-SM
S1-9108.50-3003	Determine How the Special Operations Imperatives Relate to Civil Affairs Operations	STP 41-38II-OFS

**SUPPORTING COLLECTIVE TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
31-2-0100.41-5001	Conduct Mission Planning (CA Team)	ARTEP 41-701-10-MTP
31-3-0011.41-5003	Conduct Area Assessment (CA Team)	ARTEP 41-701-10-MTP
41-5-0005	Conduct Civil-Military Operations With a Supported Unit	ARTEP 41-701-10-MTP
41-5-0009	Determine Civil Affairs Functional Specialty Requirements	ARTEP 41-701-10-MTP
41-5-0010	Coordinate for Foreign Nation Support	ARTEP 41-701-10-MTP

**OPFOR TASKS AND STANDARDS**

**TASK:** Perform as a Government-in-Exile Interior Ministry Official (41-OPFOR-0034)

**CONDITIONS:** Given a detailed script, the role player will keep with the cultural norm for the geographical region in the scenario, have some type of identification papers and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the United States (U.S.) Government or military with security from his own government if appropriate. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of specific local and regional public facilities problems; public safety concerns to include fire and rescue issues; and be concerned about dislocated civilians and noncombatant evacuation issues. He should have a contact list of persons who support the exiled government and can be trusted to cooperate with the unit commander. The role player

has a solid grasp of the current mission and his counterpart's role (government team Judge Advocate General). The role player should, per his government's wishes and instructions, display a willingness to fully cooperate with the U.S. forces as well as support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis.

**STANDARDS:** 1. The role player provides the unit with specific regional and governmental information designed to allow interaction with individuals who are sympathetic to the exiled government. The role player has contacts in host nation (HN) agencies, HN military forces, and any nongovernmental organizations or international organizations operating in the HN. He provides information concerning his government's activities that directly impacts on the mission. The role player has authority to approve or assist in the coordination of military operations on behalf of the exiled government within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will address typical internal security and safety concerns for a service-oriented government, requiring knowledge of the issues for such services on the part of the CA team. The results of the interaction will be that a mutually agreeable outline is drafted for public services assistance addressing public facilities problems, public safety concerns to include fire and rescue issues, dislocated civilians, and noncombatant evacuation. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the government-in-exile as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. Cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as a Local Host Nation Military Officer (41-OPFOR-0028)

**CONDITIONS:** Given a detailed script, the role player will have a uniform that resembles the host nation (HN) to which he belongs. (At a minimum, he will be the equivalent of a field grade officer. The national flag of the portrayed country should be on the uniform.) He will be armed with a pistol; have some type of identification papers verifying his status, rank, name, unit, and clearance, and speak with an accent close to that of the actual area of responsibility (AOR) that he represents. If appropriate, he should be accompanied by a security element from his country or an allied nation if the scenario is in a North Atlantic Treaty Organization or United Nations atmosphere. The role player will be knowledgeable of the cultural, political and personal morals, beliefs and policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (United States [U.S.] CA player). The role player should, per his commander's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific military information designed to allow interaction for combined and joint missions with HN (local) or allied military forces. The role player has the authority to coordinate support in the way of security personnel, equipment, facilities, and units. This support may come from HN or allied military, depending on the scenario. He agrees to authorize or approve the conduct of military operations within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will follow along the premise that any action causes a normal reaction based upon the national cultural lines of the role player's national origin. The results of the interaction will focus upon military concerns for dislocated civilians, public safety, food supplies, transportation shortages, and public health services. 2. The role player acts in accordance with (IAW) the cultural norms established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with a. The national interests as known



for the CA unit's war-traced AOR. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. The cultural norms of the unit's war-traced AOR.

**TASK:** Perform as a Member of the U.S. Defense Attaché Team (41-OPFOR-0032)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the United States (U.S.) Department of State (DOS) and defense policies, some type of identification papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Diplomatic Security Corps. The role player will be knowledgeable of the policies of the role being portrayed (role players and scriptwriters should check out the Web page of the DOS to find procedures and policies for defense attachés). The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart of the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies, HN or allied military forces, U.S. Government agencies, and any nongovernmental organizations (NGO) or international organizations (IO) operating in the theater. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the requested support. Role player also has the authority to approve and assist in the coordination of the conduct of military operations within his regional and local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will follow along the premise that any action causes a normal reaction based upon DOS policies and procedures, protocol for U.S. diplomats and level of authority based upon his position in the Embassy. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with the DOS's normal operating procedures, providing solid insight into the actual political conditions and business practices within that area. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the DOS as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform as a Government-in-Exile Judicial Official (41-OPFOR-0033)

**CONDITIONS:** Given a detailed script, the role player will keep with the cultural norm for the geographic region in the scenario and have some type of identification papers and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the United States (U.S.) Government or military or security from his own government if appropriate. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of local and regional judicial and legal problems. Additionally, he should have a contact list of persons who support the exiled government and can be trusted to cooperate with the unit commander. The role player has a solid grasp of the current mission and his counterpart's role (government team Judge Advocate General). The role player should, per his government's wishes and instructions, display a willingness to cooperate fully with the U.S. forces, as well as support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis.

**STANDARDS:** 1. The role player provides the unit with specific regional and governmental information designed to allow interaction with individuals who are sympathetic to the exiled government. He has

contacts in host nation agencies (HN), HN military forces, nongovernmental organizations or international organizations operating in the HN. The role player provides information concerning his government's activities that directly impact on the mission to include judicial reform policies and directives that will be broadcast to the population. He has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The role player can approve or assist in the coordination of the conduct of military operations on behalf of the exiled government within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will allow the role player to address typical judicial concerns for a reform movement in a closed society, requiring knowledge of the issues for such reform on the part of the CA team. The results of the interaction will be a mutually agreeable outline for judicial reform. Judicial reform measures will be based upon a legal foundation that the exiled government has chosen. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the government-in-exile as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. International law. e. Cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as a Dislocated Civilian (Displaced Person) (41-OPFOR-0039)

**CONDITIONS:** Given a detailed script, the role player will fill a role as a displaced person. A displaced person is a civilian who is involuntarily outside the national boundary of his country (stranded) in time of war; for example, foreign tourists, aid workers, foreign laborers. The role player will have clothing that is suitable and in keeping with the cultural norm for his country of origin or his company uniform and some type of identification papers verifying his status, name, and residence. If appropriate, he should be scared for his safety or accompanied by family members if a tourist. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the United States (U.S.) military mission. Initial rapport has been established but not necessarily on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to cause a diplomatic complaint. The role player should exhibit a great deal of concern toward cooperating with the U.S. forces and a paranoid feeling about the U.S. presence in the host nation. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures the role player moves onto and disrupts movement on main supply routes (MSRs) and interferes with tactical operations.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and quality of his responses concerning the enemy and the local situation. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will be such that the role player will have information concerning some aspect of different tasks; for example, enemy movements, agricultural information from his home region, status of roads and bridges, availability of fuel and electricity, information on health issues and medical personnel in his region, dislocated civilians still traveling behind him, and environmental disasters. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures, the role player moves onto and disrupts movement on MSRs and interferes with tactical operations.

**TASK:** Perform as a Dislocated Civilian (Refugee) (41-OPFOR-0040)

**CONDITIONS:** Given a detailed script, the role player will fill a role as a refugee. A refugee is a civilian who has left home to seek safety because of real or imagined danger; for example, conflict among local farmers along the border, foreign nationals fleeing combat on the border, mountain people fleeing an earthquake or volcano eruption. The role player will have clothing and baggage that are suitable and in keeping with the cultural norms for his country of origin, some type of identification papers verifying his status, name, and country of residence. If appropriate, he should be scared for himself and his family's safety. He may have injuries that require immediate attention. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the United States (U.S.) military mission. Initial rapport has been established but not necessarily on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation. The role player should display a very neutral attitude toward cooperating with the U.S. forces and an apathetic feeling about supporting the U.S. presence in his homeland.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and the quality of his responses concerning the enemy and the local situation. Scripting will allow the role player to provide information in the following categories: enemy movements, movements of other dislocated civilians, crimes committed by others, health conditions observed, food and water availability, vehicles stranded by fuel or repair problems, and local police activities during the role player's movement. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures the role player moves onto and disrupts movement on main supply routes and interferes with tactical operations.

**TASK:** Perform as a Dislocated Civilian (Evacuee) (41-OPFOR-0041)

**CONDITIONS:** Given a detailed script, the role player will be an evacuee. An evacuee is a civilian removed from his place of residence by local or national military order. Evacuation can be voluntary or forced, preferably ordered by host nation (HN) government, but in extreme cases ordered by United States (U.S.) ground commander (division level or higher) to prevent casualties due to natural disasters and combat operations. The evacuee will have clothing and some baggage that are suitable and in keeping with the cultural norms of the HN as detailed in the scenario and some type of identification papers verifying his status, name, and residence. If appropriate, he should be scared for his safety and accompanied by family members. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the U.S. military mission. Sometimes he is terrified of being forced to move despite the danger of combat or natural disaster in the vicinity. Initial rapport has been established but not necessarily on a friendly basis. A serious or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to cause a diplomatic complaint.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuees cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and the quality of his responses

concerning all aspects of his journey. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with normal procedures, provide solid insight into the actual political conditions, and personal beliefs and feelings within that area. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures the role player moves onto and disrupts movement on main supply routes and interferes with tactical operations.

**TASK:** Perform as an Evacuee (41-OPFOR-0042)

**CONDITIONS:** Given a detailed script, the role player will fill a role in one of the following three categories of evacuee (each having specific differences): 1. United States (U.S.) military personnel specifically designated for evacuation as noncombatants. 2. Dependents of members of the U.S. Armed Forces. 3. Civilian employees of all agencies of the U.S. Government and their dependents. Noncombatant status also includes U.S. (or non-U.S.) citizens who may be authorized or assisted in evacuation by a competent authority: 1. Private U.S. citizens and their dependents. 2. Civilian employees of U.S. Government agencies and their dependents who, on their own volition, are residents in the concerned country but express the willingness to be evacuated. The role player should have clothing and baggage that are suitable and in keeping with the cultural norm for his country of origin in the scenario and some type of identification papers verifying his status, name, and residence. If appropriate, he should be scared for his safety and accompanied by family members. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has a solid grasp of the U.S. military mission. Initial rapport has been established, and all parties are currently on a friendly basis. The role player should display shock and concern about the evacuation.

**STANDARDS:** 1. The role player will cooperate and assist U.S., coalition, and allied operations whenever and wherever possible because it serves his safety needs and ensures his well-being. He is extremely helpful in providing information critical to the mission. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). (TRAINING NOTE: During evacuation operations, foreign nationals may be evacuated with U.S. citizens.) 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with normal procedures, providing solid insight into the actual political conditions and personal beliefs and feelings within that area. (TRAINING NOTE: As a group, the role players are generally cooperative. Some role players may exhibit irrational behavior such as refusing to board the aircraft without their pets.) 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. The role player supports actions that offer a rapid departure from the danger area. 5. The role player opposes actions that would prolong his stay in the area. Without positive controls he becomes unruly and disrupts the operation.

**TASK:** Perform as U.S. Government Official (41-OPFOR-0037)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with United States (U.S.) Government policies, some type of papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Government or U.S. military. The role player will be knowledgeable of the policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with (HN) (local) or allied agencies. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the requested support. The role player has authority to approve and assist in the coordination of the conduct of military operations within his regional or local area of control. These actions will be based upon an action-reaction or cause-and-effect process. Scripting will allow the role player to request information on the current status of economic reviews, education reviews and public safety improvement projects, provide details of approved public facilities projects, coordinate for health assessments in areas deemed important by the U.S. Ambassador. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. This role player could portray someone from the Department of the Treasury, Federal Bureau of Investigation, Department of Defense or the intelligence community. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the U.S. Government as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform an Air Attack (41-OPFOR-0001)

**CONDITIONS:** An opposing force (OPFOR) element is able to employ aircraft.

**STANDARDS:** 1. The OPFOR surprises the unit with an air attack. 2. The OPFOR prevents the unit from completing its assigned mission. 3. The OPFOR does not lose any aircraft to ground fire.

**TASK:** Conduct a Vehicular Ambush (41-OPFOR-0002)

**CONDITIONS:** An opposing force (OPFOR) element is positioned on the unit's route.

**STANDARDS:** 1. The OPFOR prevents the unit from meeting its specified time schedule. 2. The OPFOR forces the unit to deviate from its specified route. 3. The OPFOR prevents the unit from reaching its assigned destination. 4. The OPFOR surprises the main body. 5. The OPFOR destroys the unit's combat effectiveness. TRAINING NOTE: Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1, *Operational Terms and Graphics*) The evaluator must consider such factors as the status of fuel, ammunition, weapons systems, and personnel in assessing the combat effectiveness of a unit.

**TASK:** Perform Chemical Operations (41-OPFOR-0006)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR prevents detection and warning of planned chemical attacks. 2. The OPFOR surprises the unit and uses chemical agents.

**TASK:** Disrupt Sustainment Operations (41-OPFOR-0011)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the unit performing sustainment operations. 2. The OPFOR prevent the unit from rearming, refueling, and resupplying. 3. The OPFOR prevent the unit from eating and sleeping.

**TASK:** Conduct an Attack (41-OPFOR-0012)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the main body of the unit. 2. The OPFOR avoids being fixed (for example, they retain freedom of movement). 3. The OPFOR accomplishes the assigned task when they—  
a. Seize the assigned terrain. b. Penetrate the defense with at least 50 percent of their forces. c. Destroy the defending unit's combat effectiveness. d. Force the defending unit to withdraw. 4. The OPFOR retains combat effectiveness. **TRAINING NOTE:** Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1) The evaluator, in assessing the combat effectiveness of a unit, must consider such factors as the status of fuel, ammunition, weapons systems, and personnel.

**ELEMENT:** Special Functions Team

**TASK:** Provide Civil Information Support (41-5-0031)  
 (FM 41-10) (DA Pam 27-1) (FC 41-10-18)  
 (FM 100-23) (FM 100-23-1) (FM 101-5)  
 (FM 101-5-1) (FM 27-10) (FM 90-29)  
 (FM 90-41) (TC 7-98-1)

**ITERATION:** 1 2 3 4 5 M (Circle)

**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** As a Civil Affairs specialty functions team in a field environment, given DA Pam 27-1, FM 100-23, FM 100-23-1, FM 101-5, FM 101-5-1, FM 27-10, FM 41-10, FM 90-29, FM 90-41, FC 41-10-18, and TC 7-98-1. The commander has been tasked to direct civil-military operations (CMO) within the area of operations (AO). Command and control, logistics, administration, communications, and security have been established in the AO. United States (U.S.) policies and objectives and foreign nation (FN) and U.S. agreements for the conduct of CMO are available. The FN government can conduct limited operations. Some iterations of this task should be performed in MOPP4.

**TASK STANDARDS:** The civil information functional specialists evaluate the FN's civil information systems, develop plans, and provide supervision to support the commander's intent in accordance with U.S. policies, objectives, and FN agreements.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> <li>1. The civil information functional specialists conduct preliminary assessment and mission preparation.                             <ol style="list-style-type: none"> <li>a. Analyze the situation and potential courses of action (COAs) considering mission, enemy, terrain and weather, troops available, time available, and civil considerations.</li> <li>b. Read the country and area studies.</li> <li>c. Receive the mission.</li> <li>d. Review the operation order.</li> <li>e. Review the supported unit's standing operating procedures.</li> <li>f. Establish connectivity and communications with the supported unit.</li> <li>g. Conduct mission analysis.</li> <li>h. Identify implied and specified tasks.</li> <li>i. Identify mission essential tasks.</li> <li>j. Prioritize tasks.</li> <li>k. Develop measures of effectiveness (MOEs) for each task.</li> <li>l. Develop a team plan for civil information support operations.</li> <li>m. Rehearse the team plan.</li> <li>n. Develop an initial transition plan for civil information support operations.</li> </ol> </li> <li>2. The civil information functional specialists coordinate with appropriate staff sections, CA teams, and other military units.                             <ol style="list-style-type: none"> <li>a. Establish communications with psychological operations (PSYOP), public affairs office (PAO), political advisor (POLAD), and other staff sections.</li> <li>b. Establish communications with other CA units.</li> <li>c. Establish communications with other units involved with civil information issues.</li> <li>d. Determine mutual, overlapping, and collective civil information requirements within the force.</li> <li>e. Resolve duplication of effort.</li> <li>f. Coordinate activities.</li> </ol> </li> </ol>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>3. The civil information functional specialists establish liaison with appropriate nonmilitary agencies, organizations, and personnel.</p> <ul style="list-style-type: none"> <li>a. Identify broadcasting, news reporting, publishing, and other media disseminating civil information.</li> <li>b. Identify international organizations, nongovernmental organizations, FN agencies, and other organizations involved with civil information issues.</li> <li>c. Determine importance of other mechanisms in disseminating information: computer web sites, e-mail, faxes, ham radios, movies, videos, underground press, and so on.</li> <li>d. Determine authority, functions, and relationships of these agencies and organizations.</li> <li>e. Identify key personnel.</li> <li>f. Coordinate liaison activities with the supported unit's civil-military operations center and S-5/G-5, PSYOP, PAO, and POLAD.</li> <li>g. Establish communications with key personnel.</li> <li>h. Determine scope, capabilities, and effectiveness of these agencies and organizations.</li> <li>i. Assess the activities of these agencies and organizations in relation to CMO.</li> <li>j. Maintain and document contacts and communications.</li> </ul> <p>4. The civil information functional specialists conduct a deliberate assessment of the AO.</p> <ul style="list-style-type: none"> <li>a. Execute the assessment using civil areas, structures, capabilities, organizations, people, and events as a guide to focus the assessment and establish the links between the supported commander's mission and the civil dimension.</li> <li>b. Review the area study, laws, international agreements, PSYOP assessments, and other data sources for all issues relating to civil information.</li> <li>c. Consolidate priority intelligence requirements.</li> <li>d. Identify available resources.</li> <li>e. Identify the organization, scope, and capacities of the civil information systems, recording shortfalls and deficiencies.</li> <li>f. Determine the population's civil information requirements.</li> <li>g. Assess the ability of the civil information systems to provide support to both the military and civilian sectors.</li> <li>h. Determine the civilian impact on military operations.</li> <li>i. Determine the military impact on civilians.</li> <li>j. Develop strategies to meet the civil information systems needs of both the military and civilian sectors.</li> <li>k. Determine the personnel, equipment, facilities, technical expertise, training, and other support needed to reestablish civil information systems.</li> <li>l. Develop plans for intermediate and long-range reconstruction.</li> <li>m. Conduct continuous deliberate assessment updates.</li> <li>n. Evaluate MOEs, as directed.</li> <li>o. Refine the transition plan for civil information support operations.</li> </ul> <p>5. The civil information functional specialists develop policies and procedures to support CMO.</p> <ul style="list-style-type: none"> <li>a. Assist in the formulation of policy regarding the dissemination of information to the public.</li> <li>b. Provide recommendations on the preparation, distribution, and dissemination of information.</li> </ul>		



TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Develop policies and procedures to coordinate for the operation and use of public and private media by allied forces. d. Provides recommendations on the proper supervision, control, or operation of civil information services.  6. The civil information functional specialists brief the team chief or commander on matters concerning civil information activities within the AO. a. Determine COAs based on the assessment. b. Select advantages and disadvantages of COAs. c. Determine conclusions and recommendations. d. Prepare a decision brief. e. Brief the recommended COA to the team chief or commander.  7. The civil information functional specialists implement the selected COA based upon the commander's directive. a. Provide oversight and supervision on the implementation of the COA based upon the commander's directive. b. Monitor the progress of the implementation. c. Evaluate the effectiveness of the implementation. d. Apprise the commander and staff on the status of the FN's civil information systems.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*\*" Indicates a leader task step.

### SUPPORTING INDIVIDUAL TASKS

Task Number	Task Title	References
01-9108.50-3004	Conduct a Civil Affairs Area Assessment	STP 41-38II-OFS
01-9108.50-3010	Assist in Planning Foreign Nation Support	STP 41-38II-OFS
01-9108.50-3012	Coordinate Support From Private Voluntary and Nongovernment Organizations	STP 41-38II-OFS
01-9108.50-3016	Establish Liaison With Nonmilitary Agencies and Organizations	STP 41-38II-OFS
04-9108.01-0001	Prepare a Civil-Military Operations Estimate of the Situation	STP 41-38II-OFS
04-9108.02-0105	Prepare Priority Intelligence Requirements	STP 41-38II-OFS
04-9108.02-0106	Disseminate Collected Information	STP 41-38II-OFS
04-9108.05-0021	Prepare a Civil Affairs Annex to an Operations Plan or Order	STP 41-38II-OFS
04-9108.07-0021	Prepare a Periodic Civil Affairs Report	STP 41-38II-OFS
04-9108.14-0103	Evaluate the Effectiveness of Civil-Military Operations	STP 41-38II-OFS
331-911-0003	Maintain Journals, Status Boards, Visual Display Charts, and Graphs Required to Manage Civil Affairs Operations	STP 41-38A1-SM
331-911-0004	Integrate Graphics and Overlays With Other Staff Sections	STP 41-38A1-SM

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-0006	Support the Conduct of an Area Assessment	STP 41-38A1-SM
331-911-0007	Analyze the Legal Aspects of the Law of Land Warfare on Military Operations	STP 41-38A1-SM
331-911-0008	Determine the Roles and Functions of the U.S. Army Psychological Operations in Support of Civil Affairs Operations	STP 41-38A1-SM
331-911-0011	Process Area and Functional Specialty Assessments	STP 41-38A24-SM-TG
331-911-0012	Provide Liaison With Nongovernment Organizations, Private Voluntary Organizations, and Government Organizations Within the Area of Operations	STP 41-38A24-SM-TG
331-911-0013	Support the Development of Programs That Encourage Civilian Population Support	STP 41-38A24-SM-TG
331-911-0301	Identify the Civil Affairs Missions	STP 41-38A1-SM
331-911-0303	Identify Army Command Structure and Staff Procedures and Responsibilities	STP 41-38A1-SM
331-911-0305	Assist in the Preparation of a Military Briefing	STP 41-38A1-SM
331-911-0306	Conduct Information Gathering Through Civil Affairs Activities	STP 41-38A1-SM
331-911-0307	Identify the Responsibilities, Functions, and Staff Coordination Requirements of a Civil Affairs Staff Noncommissioned Officer	STP 41-38A24-SM-TG
331-911-0308	Prepare Civil Affairs Annex	STP 41-38A24-SM-TG
331-911-0309	Conduct Civil Affairs Situational Briefing	STP 41-38A24-SM-TG
331-911-0310	Supervise the Processing of Foreign Nation, Government Organization, and Nongovernment Organization Message Traffic	STP 41-38A24-SM-TG
331-911-0311	Provide Input to the Theater Operations Plan/Operations Order Annex	STP 41-38A24-SM-TG
331-911-0401	Identify the Responsibilities and Functions of the Civil-Military Operations Staff Section	STP 41-38A1-SM
331-911-0402	Process Civil-Military Operations Reports	STP 41-38A24-SM-TG
331-911-0403	Support the Preparation of a Civil-Military Operations Estimate of the Situation	STP 41-38A1-SM
331-911-0412	Coordinate Civil-Military Operations With U.S., Foreign Nation, and International Organizations	STP 41-38A24-SM-TG
331-911-0413	Coordinate the Development and Maintenance of an Information Database in Support of Civil-Military Operations	STP 41-38A24-SM-TG
331-911-0419	Supervise the Preparation and the Update of a Civil-Military Operations Estimate	STP 41-38A24-SM-TG
331-911-0451	Conduct Liaison Between Commanders and Local Leaders	STP 41-38A24-SM-TG
331-911-0453	Advise the Commander and Local Leaders in the Corrections of any Shortcomings That Are Detected Within the U.S.-Sponsored Government	STP 41-38A24-SM-TG
331-911-0501	Identify the Roles, Missions, and Functions of Nongovernmental Organizations, Private Voluntary Organizations, and Other Government Organizations	STP 41-38A1-SM

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-0751	Report on the Effectiveness of Local Government Agencies	STP 41-38A24-SM-TG
331-911-1450	Identify the Missions and Responsibilities of the Civil Information Specialty	STP 41-38A1-SM
331-911-1451	Support the Control and Operation of Civil Information Agencies and Media	STP 41-38A24-SM-TG
331-911-1452	Implement Civil Censorship Policies	STP 41-38A24-SM-TG
331-911-1506	Monitor the Speeches, Publications, and Demonstrations of External Agencies to Determine Their Acceptance or Rejection by the Local Populace	STP 41-38A24-SM-TG
331-911-1551	Describe the Impact of Military Operations on Civilians in the Area of Operations	STP 41-38A1-SM
331-911-1556	Coordinate With Military Forces for Transportation, Military Police Support, Military Intelligence, Medical Activities, and Logistics Support as Needed	STP 41-38A24-SM-TG
S1-9108.50-3003	Determine How the Special Operations Imperatives Relate to Civil Affairs Operations	STP 41-38II-OFS

**SUPPORTING COLLECTIVE TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
31-2-0100.41-5001	Conduct Mission Planning (CA Team)	ARTEP 41-701-10-MTP
31-3-0011.41-5003	Conduct Area Assessment (CA Team)	ARTEP 41-701-10-MTP
41-5-0005	Conduct Civil-Military Operations With a Supported Unit	ARTEP 41-701-10-MTP
41-5-0009	Determine Civil Affairs Functional Specialty Requirements	ARTEP 41-701-10-MTP
41-5-0010	Coordinate for Foreign Nation Support	ARTEP 41-701-10-MTP

**OPFOR TASKS AND STANDARDS**

**TASK:** Perform as a Government-in-Exile Interior Ministry Official (41-OPFOR-0034)

**CONDITIONS:** Given a detailed script, the role player will keep with the cultural norm for the geographical region in the scenario, have some type of identification papers and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the United States (U.S.) Government or military with security from his own government if appropriate. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of specific local and regional public facilities problems; public safety concerns to include fire and rescue issues; and be concerned about dislocated civilians and noncombatant evacuation issues. He should have a contact list of persons who support the exiled government and can be trusted to cooperate with the unit commander. The role player has a solid grasp of the current mission and his counterpart's role (government team Judge Advocate General). The role player should, per his government's wishes and instructions, display a willingness to fully cooperate with the U.S. forces as well as support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis.

**STANDARDS:** 1. The role player provides the unit with specific regional and governmental information designed to allow interaction with individuals who are sympathetic to the exiled government. The role player has contacts in host nation (HN) agencies, HN military forces, and any nongovernmental

organizations or international organizations operating in the HN. He provides information concerning his government's activities that directly impacts on the mission. The role player has authority to approve or assist in the coordination of military operations on behalf of the exiled government within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will address typical internal security and safety concerns for a service-oriented government, requiring knowledge of the issues for such services on the part of the CA team. The results of the interaction will be that a mutually agreeable outline is drafted for public services assistance addressing public facilities problems, public safety concerns to include fire and rescue issues, dislocated civilians, and noncombatant evacuation. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the government-in-exile as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. Cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as an Allied Nation Official (41-OPFOR-0031)

**CONDITIONS:** Given a detailed script, the role player will have clothing that resembles the allied nation to which he belongs (At a minimum, some form of unique clothing from the portrayed country should be worn.), some type of identification papers verifying his status, rank, name, unit, and clearance, and will speak with an accent close to that of the actual area of responsibility (AOR) that he represents. If appropriate, he should be accompanied by a security element from his country or an allied nation if the scenario is in a North Atlantic Treaty Organization (NATO) or United Nations (UN) atmosphere. The role player will be knowledgeable of the cultural, political and personal morals, beliefs and policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (United States [U.S.] CA player). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation. The role player should, per his government's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the joint operations area that the allied nations share. (NOTE: It is realistic for the role player to portray the member of an allied nation working in a NATO, coalition forces or UN forces mission).

**STANDARDS:** 1. The role player provides the unit with specific allied governmental information designed to allow interaction with allied agencies or military forces. The role player has the authority to coordinate allied military support in the way of personnel, equipment, facilities, and land and agrees to authorize or approve the conduct of military operations within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will allow the role player to express a willingness to discuss joint endeavors, which address economic development, repair and building of public facilities, training and advice to local officials, and support for joint displaced civilian actions. The results of the interaction will be based solely upon the failure or success of the CA unit to properly prepare for the meeting with adequate knowledge of how the role player does business and what it takes to cooperate in the combined military environment. 2. The role player acts in accordance with (IAW) the cultural norms established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The national interests as known for the CA unit's war-traced AOR. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. The cultural norms of the unit's war-traced AOR.

**TASK:** Perform as a Member of the U.S. Defense Attaché Team (41-OPFOR-0032)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the United States (U.S.) Department of State (DOS) and defense policies, some type of identification papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Diplomatic Security Corps. The role player will be knowledgeable of the policies of the role being portrayed (role players and scriptwriters should check out the Web page of the DOS to find procedures and policies for defense attachés). The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart of the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies, HN or allied military forces, U.S. Government agencies, and any nongovernmental organizations (NGO) or international organizations (IO) operating in the theater. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the requested support. The role player also has the authority to approve and assist in the coordination of the conduct of military operations within his regional and local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will follow along the premise that any action causes a normal reaction based upon DOS policies and procedures, protocol for U.S. diplomats and level of authority based upon his position in the Embassy. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with the DOS's normal operating procedures, providing solid insight into the actual political conditions and business practices within that area. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the DOS as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform as a Government-in-Exile Judicial Official (41-OPFOR-0033)

**CONDITIONS:** Given a detailed script, the role player will keep with the cultural norm for the geographic region in the scenario and have some type of identification papers and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the United States (U.S.) Government or military or security from his own government if appropriate. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of local and regional judicial and legal problems. Additionally, he should have a contact list of persons who support the exiled government and can be trusted to cooperate with the unit commander. The role player has a solid grasp of the current mission and his counterpart's role (government team Judge Advocate General). The role player should, per his government's wishes and instructions, display a willingness to cooperate fully with the U.S. forces, as well as support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis.

**STANDARDS:** 1. The role player provides the unit with specific regional and governmental information designed to allow interaction with individuals who are sympathetic to the exiled government. He has contacts in host nation (HN) agencies, HN military forces, nongovernmental organizations or international organizations operating in the HN. The role player provides information concerning his government's activities that directly impact on the mission to include judicial reform policies and directives that will be broadcast to the population. He has the authority to assist in the coordination or negotiations for support

in the way of personnel, equipment, facilities, and land. The role player can approve or assist in the coordination of the conduct of military operations on behalf of the exiled government within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will allow the role player to address typical judicial concerns for a reform movement in a closed society, requiring knowledge of the issues for such reform on the part of the CA team. The results of the interaction will be a mutually agreeable outline for judicial reform. Judicial reform measures will be based upon a legal foundation that the exiled government has chosen. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher headquarters (HQ). 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the government-in-exile as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. International law. e. Cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as U.S. Government Official (41-OPFOR-0037)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with United States (U.S.) Government policies, some type of papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Government or U.S. military. The role player will be knowledgeable of the policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the HN. Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the requested support. The role player has authority to approve and assist in the coordination of the conduct of military operations within his regional or local area of control. These actions will be based upon an action-reaction or cause-and-effect process. Scripting will allow the role player to request information on the current status of economic reviews, education reviews and public safety improvement projects, provide details of approved public facilities projects, coordinate for health assessments in areas deemed important by the U.S. Ambassador. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. This role player could portray someone from the Department of the Treasury, Federal Bureau of Investigation, Department of Defense or the intelligence community. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the U.S. Government as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform an Air Attack (41-OPFOR-0001)

**CONDITIONS:** An opposing force (OPFOR) element is able to employ aircraft.

**STANDARDS:** 1. The OPFOR surprises the unit with an air attack. 2. The OPFOR prevents the unit from completing its assigned mission. 3. The OPFOR does not lose any aircraft to ground fire.

**TASK:** Conduct a Vehicular Ambush (41-OPFOR-0002)

**CONDITIONS:** An opposing force (OPFOR) element is positioned on the unit's route.

**STANDARDS:** 1. The OPFOR prevents the unit from meeting its specified time schedule. 2. The OPFOR forces the unit to deviate from its specified route. 3. The OPFOR prevents the unit from reaching its assigned destination. 4. The OPFOR surprises the main body. 5. The OPFOR destroys the unit's combat effectiveness. TRAINING NOTE: Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1, *Operational Terms and Graphics*) The evaluator must consider such factors as the status of fuel, ammunition, weapons systems, and personnel in assessing the combat effectiveness of a unit.

**TASK:** Perform Chemical Operations (41-OPFOR-0006)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR prevents detection and warning of planned chemical attacks. 2. The OPFOR surprises the unit and uses chemical agents.

**TASK:** Disrupt Sustainment Operations (41-OPFOR-0011)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the unit performing sustainment operations. 2. The OPFOR prevent the unit from rearming, refueling, and resupplying. 3. The OPFOR prevent the unit from eating and sleeping.

**TASK:** Conduct an Attack (41-OPFOR-0012)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the main body of the unit. 2. The OPFOR avoids being fixed (for example, they retain freedom of movement). 3. The OPFOR accomplishes the assigned task when they—  
a. Seize the assigned terrain. b. Penetrate the defense with at least 50 percent of their forces. c. Destroy the defending unit's combat effectiveness. d. Force the defending unit to withdraw. 4. The OPFOR retains combat effectiveness. TRAINING NOTE: Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1) The evaluator, in assessing the combat effectiveness of a unit, must consider such factors as the status of fuel, ammunition, weapons systems, and personnel.





TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>e. Resolve duplication of effort.</li> <li>f. Coordinate activities.</li> </ul> <p>3. The dislocated civilian functional specialists establish liaison with appropriate assistance agencies, organizations, and personnel.</p> <ul style="list-style-type: none"> <li>a. Identify international organizations, nongovernmental organizations (NGOs), religious organizations, FN military, and other FN agencies involved with the public welfare and dislocated civilian issues.</li> <li>b. Determine authority, functions, and relationships of these agencies and organizations.</li> <li>c. Identify key personnel.</li> <li>d. Coordinate liaison activities with the supported unit's civil-military operations center and S-5/G-5.</li> <li>e. Establish communications with key personnel.</li> <li>f. Determine scope, capabilities, and effectiveness of these agencies and organizations.</li> <li>g. Assess the activities of these agencies and organizations in relation to CMO.</li> <li>h. Maintain and document contacts and communications.</li> </ul> <p>4. The dislocated civilian functional specialists conduct a deliberate assessment of the AO.</p> <ul style="list-style-type: none"> <li>a. Execute the assessment using civil areas, structures, capabilities, organizations, people, and events as a guide to focus the assessment and establish the links between the supported commander's mission and the civil dimension.</li> <li>b. Review the area study, media reports, intelligence information, conventions, laws, international agreements, United Nations Office of the High Commissioner for Refugees procedures, and other data sources for all issues relating to the public welfare of the FN population and DCs.</li> <li>c. Consolidate priority intelligence requirements, requests for information, and requests for assistance.</li> <li>d. Evaluate welfare problems and the number of people adversely affected in the local population.</li> <li>e. Establish the number of personnel on FN public assistance and in welfare institutions.</li> <li>f. Determine current numbers, ethnicities, points of origin, direction of movement, and modes of transportation of DCs.</li> <li>g. Estimate projected numbers of DCs by timeline.</li> <li>h. Identify the organization, scope, and capacities of the public welfare and dislocated civilian relief systems, recording shortfalls and deficiencies.</li> <li>i. Evaluate existing DC camps.</li> <li>j. Determine the local and DC populations' assistance requirements.</li> <li>k. Assess ability of the assistance agencies and relief systems to provide support to both the military and civilian sectors.</li> <li>l. Determine the civilian impact on military operations.</li> <li>m. Determine the military impact on civilians.</li> <li>n. Identify available resources.</li> <li>o. Develop strategies to meet the assistance agencies and relief systems needs of both the military and civilian sectors.</li> <li>p. Determine the personnel, facilities, and resources needed to provide necessary humanitarian assistance to the local population and DCs.</li> <li>q. Develop plans for intermediate and long-range assistance.</li> <li>r. Process data into maps, overlays, and charts.</li> <li>s. Conduct continuous deliberate assessment updates.</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>t. Evaluate MOEs, as directed.</p> <p>u. Refine the transition plan for dislocated civilian support operations.</p> <p>5. The dislocated civilian functional specialists develop policies and procedures to provide public welfare support and conduct DC operations.</p> <p>a. Assist the Staff Judge Advocate in determining the commander's legal obligations regarding humanitarian assistance requirements to the local population and DCs.</p> <p>b. Develop policies and procedures to maximize the use of civilian resources and minimize the use of military assets in providing public welfare support and the conduct of DC operations.</p> <p>c. Develop reporting procedures to convey information accurately and expeditiously to personnel.</p> <p>d. Develop procedures and recording forms to register DCs and to facilitate reuniting families.</p> <p>6. The dislocated civilian functional specialists prepare plans for public welfare support.</p> <p>a. Determine the availability of welfare supplies and facilities.</p> <p>b. Plan for supervision of emergency shelters and feeding centers.</p> <p>c. Establish distribution centers.</p> <p>d. Determine the amount of welfare supplies needed for emergency relief at each site.</p> <p>e. Establish emergency centers to house and feed civilians.</p> <p>f. Plan the distribution of welfare supplies.</p> <p>g. Plan for the protection and evacuation of inhabitants of welfare institutions.</p> <p>7. The dislocated civilian functional specialists prepare plans to establish control measures for DCs.</p> <p>a. Promulgate a stay put policy.</p> <p>b. Plan for civilian dislocation or evacuation.</p> <p>c. Develop plans to minimize civilian interference with tactical and logistical operations.</p> <p>d. Coordinate movement control policy with both military and nonmilitary organizations.</p> <p>e. Coordinate with psychological operations, public affairs office, civil Information functional specialists, and military police to disseminate route information and control procedures.</p> <p>f. Ensure DC routes lead away from main supply routes, likely avenues of approach, vital communications centers, large military installations, mined areas, and potential military targets.</p> <p>g. Plan DC control points and assembly areas along DC routes.</p> <p>h. Coordinate support for supplies, personnel, processing, medical care, sanitation security communications and transportation.</p> <p>i. Screening DCs for intelligence information.</p> <p>j. Segregate enemy prisoners of war, stragglers, and military personnel from DC assembly areas and camps.</p> <p>8. The dislocated civilian functional specialists prepare plans for the establishment of DC camps.</p> <p>a. Plan for camps with a maximum of 5,000 persons.</p> <p>b. Plan the use of existing facilities for location of camps and away from vital communications centers, large military installations, and potential military targets.</p> <p>c. Determine the availability of water power and waste disposal systems.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>d. Consider local climate, permanency of camps, number of camps to be constructed, availability of materials, and availability of resources and assistance in determining the camp's location and physical layout.</p> <p>e. Prepare plans to in-process DCs.</p> <p>f. Establish procedures for screening DCs and separating different groups (unaccompanied males, unaccompanied females, unaccompanied children, ethnicities, and so on.), ensuring families are kept together.</p> <p>g. Establish procedures to identify skilled technicians and professionals able to assist in maintenance and administration of the camp.</p> <p>h. Plan to provide for medical care, sanitation, food, water, fuel, security, transportation, and communications.</p> <p>i. Plan education and information programs to ensure DC compliance with camp policies and procedures.</p> <p>j. Plan measures to protect DC property and possessions.</p> <p>9. The dislocated civilian functional specialists establish policy to assist in the final disposition and resettlement of DCs.</p> <p>a. Establish guidelines for the release of DCs to return to their home.</p> <p>b. Establish guidelines for the transition of the control over DC camps to FN, coalition, allies, and NGOs.</p> <p>c. Plan for DCs to be resettled elsewhere should they be unable to return to their homes.</p> <p>10. The dislocated civilian functional specialists brief the team chief or commander on matters concerning dislocated civilian activities within the AO.</p> <p>a. Determine COAs based on the assessment.</p> <p>b. Select advantages and disadvantages of COAs.</p> <p>c. Determine conclusions and recommendations.</p> <p>d. Prepare a decision brief.</p> <p>e. Brief the recommended COA to the team chief or commander.</p> <p>11. The dislocated civilian functional specialists implement the selected COA.</p> <p>a. Provide oversight and supervision on the implementation of the COA based upon the commander's directive.</p> <p>b. Monitor the progress of the implementation.</p> <p>c. Evaluate the effectiveness of the implementation.</p> <p>d. Apprise the commander and staff on the status of DCs and DC operations.</p>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*\*" Indicates a leader task step.

**SUPPORTING INDIVIDUAL TASKS**

Task Number	Task Title	References
01-9108.50-3004	Conduct a Civil Affairs Area Assessment	STP 41-38II-OFS
01-9108.50-3010	Assist in Planning Foreign Nation Support	STP 41-38II-OFS
01-9108.50-3011	Plan Humanitarian Assistance	STP 41-38II-OFS

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
01-9108.50-3012	Coordinate Support From Private Voluntary and Nongovernment Organizations	STP 41-38II-OFS
01-9108.50-3016	Establish Liaison With Nonmilitary Agencies and Organizations	STP 41-38II-OFS
04-9108.01-0001	Prepare a Civil-Military Operations Estimate of the Situation	STP 41-38II-OFS
04-9108.02-0105	Prepare Priority Intelligence Requirements	STP 41-38II-OFS
04-9108.02-0106	Disseminate Collected Information	STP 41-38II-OFS
04-9108.05-0021	Prepare a Civil Affairs Annex to an Operations Plan or Order	STP 41-38II-OFS
04-9108.07-0021	Prepare a Periodic Civil Affairs Report	STP 41-38II-OFS
04-9108.09-0002	Assist in Planning Civil Affairs Operational Support for an Evacuation Operation	STP 41-38II-OFS
04-9108.14-0103	Evaluate the Effectiveness of Civil-Military Operations	STP 41-38II-OFS
331-911-0003	Maintain Journals, Status Boards, Visual Display Charts, and Graphs Required to Manage Civil Affairs Operations	STP 41-38A1-SM
331-911-0004	Integrate Graphics and Overlays With Other Staff Sections	STP 41-38A1-SM
331-911-0006	Support the Conduct of an Area Assessment	STP 41-38A1-SM
331-911-0007	Analyze the Legal Aspects of the Law of Land Warfare on Military Operations	STP 41-38A1-SM
331-911-0011	Process Area and Functional Specialty Assessments	STP 41-38A24-SM-TG
331-911-0012	Provide Liaison With Nongovernment Organizations, Private Voluntary Organizations, and Government Organizations Within the Area of Operations	STP 41-38A24-SM-TG
331-911-0013	Support the Development of Programs That Encourage Civilian Population Support	STP 41-38A24-SM-TG
331-911-0101	Apprise the Commander Continuously on the Viability of the Established Government	STP 41-38A24-SM-TG
331-911-0301	Identify the Civil Affairs Missions	STP 41-38A1-SM
331-911-0303	Identify Army Command Structure and Staff Procedures and Responsibilities	STP 41-38A1-SM
331-911-0305	Assist in the Preparation of a Military Briefing	STP 41-38A1-SM
331-911-0307	Identify the Responsibilities, Functions, and Staff Coordination Requirements of a Civil Affairs Staff Noncommissioned Officer	STP 41-38A24-SM-TG
331-911-0308	Prepare Civil Affairs Annex	STP 41-38A24-SM-TG
331-911-0309	Conduct Civil Affairs Situational Briefing	STP 41-38A24-SM-TG
331-911-0310	Supervise the Processing of Foreign Nation, Government Organization, and Nongovernment Organization Message Traffic	STP 41-38A24-SM-TG
331-911-0311	Provide Input to the Theater Operations Plan/Operations Order Annex	STP 41-38A24-SM-TG
331-911-0401	Identify the Responsibilities and Functions of the Civil-Military Operations Staff Section	STP 41-38A1-SM
331-911-0402	Process Civil-Military Operations Reports	STP 41-38A24-SM-TG
331-911-0403	Support the Preparation of a Civil-Military Operations Estimate of the Situation	STP 41-38A1-SM

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-0406	Advise the Commander on the Legal System's Impact on Civil-Military Operations	STP 41-38A24-SM-TG
331-911-0412	Coordinate Civil-Military Operations With U.S., Foreign Nation, and International Organizations	STP 41-38A24-SM-TG
331-911-0413	Coordinate the Development and Maintenance of an Information Database in Support of Civil-Military Operations	STP 41-38A24-SM-TG
331-911-0419	Supervise the Preparation and the Update of a Civil-Military Operations Estimate	STP 41-38A24-SM-TG
331-911-0451	Conduct Liaison Between Commanders and Local Leaders	STP 41-38A24-SM-TG
331-911-0453	Advise the Commander and Local Leaders in the Corrections of any Shortcomings That Are Detected Within the U.S.-Sponsored Government	STP 41-38A24-SM-TG
331-911-0501	Identify the Roles, Missions, and Functions of Nongovernmental Organizations, Private Voluntary Organizations, and Other Government Organizations	STP 41-38A1-SM
331-911-0751	Report on the Effectiveness of Local Government Agencies	STP 41-38A24-SM-TG
331-911-1000	Identify the Missions and Responsibilities of the Public Welfare Specialty	STP 41-38A1-SM
331-911-1001	Determine the Availability of Emergency Supplies and Equipment	STP 41-38A1-SM
331-911-1002	Report on Welfare Supplies Needed for Emergency Relief	STP 41-38A24-SM-TG
331-911-1003	Report on Emergency Supply Needs of the Populace	STP 41-38A24-SM-TG
331-911-1004	Support the Planning of Disaster Relief Operations	STP 41-38A24-SM-TG
331-911-1005	Coordinate the Administration of Public Welfare Services and Supplies	STP 41-38A24-SM-TG
331-911-1550	Identify the Missions and Responsibilities of the Dislocated Civilians Specialty	STP 41-38A1-SM
331-911-1551	Describe the Impact of Military Operations on Civilians in the Area of Operations	STP 41-38A1-SM
331-911-1553	Estimate the Number of Dislocated Civilians, Their Points of Origin, and Their Anticipated Direction of Movement	STP 41-38A24-SM-TG
331-911-1554	Implement a Screening and Identification System in Support of Evacuation Operations	STP 41-38A24-SM-TG
331-911-1555	Coordinate Linguist Requirements for Marshalling Teams and Security Forces During Evacuation Operations	STP 41-38A24-SM-TG
331-911-1556	Coordinate With Military Forces for Transportation, Military Police Support, Military Intelligence, Medical Activities, and Logistics Support as Needed	STP 41-38A24-SM-TG
331-911-1557	Coordinate With Civilian Authorities and International Agencies for Support of Dislocated Civilian Operations	STP 41-38A24-SM-TG

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-1558	Supervise the Operation of Temporary Camps for Dislocated Civilians	STP 41-38A24-SM-TG
331-911-1559	Coordinate the Movement, Resettlement, or Return of Dislocated Civilians to Their Homes in Accordance With U.S. and International Law and Local Policy Objectives	STP 41-38A24-SM-TG
O4-9108.09-0010	Plan Support for Dislocated Civilian Operations	STP 41-38II-OFS
S1-9108.50-3003	Determine How the Special Operations Imperatives Relate to Civil Affairs Operations	STP 41-38II-OFS

**SUPPORTING COLLECTIVE TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
31-2-0100.41-5001	Conduct Mission Planning (CA Team)	ARTEP 41-701-10-MTP
31-3-0011.41-5003	Conduct Area Assessment (CA Team)	ARTEP 41-701-10-MTP
41-5-0005	Conduct Civil-Military Operations With a Supported Unit	ARTEP 41-701-10-MTP
41-5-0009	Determine Civil Affairs Functional Specialty Requirements	ARTEP 41-701-10-MTP
41-5-0010	Coordinate for Foreign Nation Support	ARTEP 41-701-10-MTP
41-5-0012	Coordinate Humanitarian Assistance	ARTEP 41-701-10-MTP

**OPFOR TASKS AND STANDARDS**

**TASK:** Perform as a Government-in-Exile Interior Ministry Official (41-OPFOR-0034)

**CONDITIONS:** Given a detailed script, the role player will keep with the cultural norm for the geographical region in the scenario, have some type of identification papers and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the United States (U.S.) Government or military with security from his own government if appropriate. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of specific local and regional public facilities problems; public safety concerns to include fire and rescue issues; and be concerned about dislocated civilians, and noncombatant evacuation issues. He should have a contact list of persons who support the exiled government and can be trusted to cooperate with the unit commander. The role player has a solid grasp of the current mission and his counterpart's role (government team Judge Advocate General). The role player should, per his government's wishes and instructions, display a willingness to fully cooperate with the U.S. forces as well as support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis.

**STANDARDS:** 1. The role player provides the unit with specific regional and governmental information designed to allow interaction with individuals who are sympathetic to the exiled government. The role player has contacts in host nation (HN) agencies, HN military forces, and any nongovernmental organizations or international organizations operating in the HN. He provides information concerning his government's activities that directly impacts on the mission. The role player has authority to approve or assist in the coordination of military operations on behalf of the exiled government within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will address typical internal security and safety concerns for a service-oriented government, requiring knowledge of the issues for such services on the part of the CA team. The results of the interaction will be that a mutually agreeable outline is drafted for public services assistance addressing public facilities problems, public safety concerns to include fire and rescue issues, dislocated

civilians, and noncombatant evacuation. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the government-in-exile as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. Cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as a Local Host Nation Military Officer (41-OPFOR-0028)

**CONDITIONS:** Given a detailed script, the role player will have a uniform that resembles the host nation (HN) to which he belongs. (At a minimum, he will be the equivalent of a field grade officer. The national flag of the portrayed country should be on the uniform.) He will be armed with a pistol; have some type of identification papers verifying his status, rank, name, unit, and clearance; and speak with an accent close to that of the actual area of responsibility (AOR) that he represents. If appropriate, he should be accompanied by a security element from his country or an allied nation if the scenario is in a North Atlantic Treaty Organization or United Nations atmosphere. The role player will be knowledgeable of the cultural, political and personal morals, beliefs and policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (United States [U.S.] CA player). The role player should, per his commander's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific military information designed to allow interaction for combined and joint missions with HN (local) or allied military forces. The role player has the authority to coordinate support in the way of security personnel, equipment, facilities, and units. This support may come from HN or allied military, depending on the scenario. He agrees to authorize or approve the conduct of military operations within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will follow along the premise that any action causes a normal reaction based upon the national cultural lines of the role player's national origin. The results of the interaction will focus upon military concerns for dislocated civilians, public safety, food supplies, transportation shortages, and public health services. 2. The role player acts in accordance with (IAW) the cultural norms established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The national interests as known for the CA unit's war-traced AOR. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. The cultural norms of the unit's war-traced AOR.

**TASK:** Perform as an Allied Nation Military Officer (41-OPFOR-0029)

**CONDITIONS:** Given a detailed script, the role player will have a uniform that resembles the allied nation to which he belongs. (At a minimum, he will be the equivalent of a field grade officer. The national flag of the portrayed country should be on the uniform.) He will be armed with a pistol; have some type of identification papers verifying his status, rank, name, unit, and clearance; and speak with an accent close to that of the actual area of responsibility (AOR) that he represents. If appropriate, he should be accompanied by a security element from his country or an allied nation if the scenario is in a North Atlantic Treaty Organization (NATO) or United Nations (UN) atmosphere. The role player will be knowledgeable of the cultural, political and personal morals, beliefs and policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (United States [U.S.] CA player). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit

commander or staff will serve to severely strain any future relationships and cooperation. The role player should, as per his commander's wishes and instructions, initially display a willingness to fully cooperate with the U.S. forces as well as support the U.S. presence in the joint operations area. (NOTE: It is realistic for the role player to portray the member of an allied force working in a NATO, coalition forces or UN forces mission.)

**STANDARDS:** 1. The role player provides the unit with specific military information designed to allow interaction or combined and joint missions with host nation (HN) (local) or allied military forces. The role player has the authority to coordinate host nation or allied military support in the way of security personnel, equipment, facilities, and units. He agrees to authorize or approve the conduct of military operations within his regional and local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will follow along the premise that any action causes a normal reaction based upon the national cultural lines of the role player's national origin. The results of the interaction will be based solely upon the failure or success of the CA unit to properly prepare for the meeting with adequate knowledge of how the role player does business and what it takes to cooperate in the civil-military environment. 2. The role player acts in accordance with (IAW) the cultural norms established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The national interests as known for the CA unit's war-traced AOR. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. The cultural norms of the unit's wartrace AOR.

**TASK:** Perform as an Allied Nation Official (41-OPFOR-0031)

**CONDITIONS:** Given a detailed script, the role player will have clothing that resembles the allied nation to which he belongs (At a minimum, some form of unique clothing from the portrayed country should be worn.), some type of identification papers verifying his status, rank, name, unit, and clearance, and will speak with an accent close to that of the actual area of responsibility (AOR) that he represents. If appropriate, he should be accompanied by a security element from his country or an allied nation if the scenario is in a North Atlantic Treaty Organization (NATO) or United Nations (UN) atmosphere. The role player will be knowledgeable of the cultural, political and personal morals, beliefs and policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (United States [U.S.] CA player). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation. The role player should, per his government's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the joint operations area that the allied nations share. (NOTE: It is realistic for the role player to portray the member of an allied nation working in a NATO, coalition forces or UN forces mission).

**STANDARDS:** 1. The role player provides the unit with specific allied governmental information designed to allow interaction with allied agencies or military forces. The role player has the authority to coordinate allied military support in the way of personnel, equipment, facilities, and land and agrees to authorize or approve the conduct of military operations within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will allow the role player to express a willingness to discuss joint endeavors, which address economic development, repair and building of public facilities, training and advice to local officials, and support for joint displaced civilian actions. The results of the interaction will be based solely upon the failure or success of the CA unit to properly prepare for the meeting with adequate knowledge of how the role player does business and what it takes to cooperate in the combined military environment. 2. The role player acts in accordance with (IAW) the cultural norms established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The national interests as known for the CA



unit's war-traced AOR. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. The cultural norms of the unit's war-traced AOR.

**TASK:** Perform as a Member of the U.S. Defense Attaché Team (41-OPFOR-0032)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the United States (U.S.) Department of State (DOS) and defense policies, some type of identification papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Diplomatic Security Corps. The role player will be knowledgeable of the policies of the role being portrayed (role players and scriptwriters should check out the Web page of the DOS to find procedures and policies for defense attachés). The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart of the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies, HN or allied military forces, U.S. Government agencies, and any nongovernmental organizations (NGO) or international organizations (IO) operating in the theater. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the requested support. The role player also has the authority to approve and assist in the coordination of the conduct of military operations within his regional and local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will follow along the premise that any action causes a normal reaction based upon DOS policies and procedures, protocol for U.S. diplomats and level of authority based upon his position in the Embassy. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with the DOS's normal operating procedures, providing solid insight into the actual political conditions and business practices within that area. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the DOS as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform as a Government-in-Exile Ministry of Economics (41-OPFOR-0035)

**CONDITIONS:** Given a detailed script, the role player will keep with the cultural norm for the geographical region in the scenario, have some type of identification and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the United States (U.S.) Government or military with security from his own government if appropriate. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of specific local and regional commercial and economic concerns and be concerned about the impact of dislocated civilians and food supplies on the local economy. Additionally, he should possess a contact list of persons who support the exiled government and can be trusted to cooperate with the unit commander. The role player has a solid grasp of the current mission and his counterpart's role (economic and commerce Team). The role player should, per his government's wishes and instructions, display a willingness to cooperate with the U.S. forces and support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis.

**STANDARDS:** 1. The role player provides the unit with specific regional and governmental information designed to allow interaction with the exiled government. Information provided by the role player includes contacts in host nation agencies (HN), nongovernmental organizations, international organizations operating in the HN and his government's activities that directly impact on the mission. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will address typical economic and commercial concerns for the government, requiring knowledge of the typical economic issues for emerging nations on the part of the CA team. The results of the interaction will be that a mutually agreeable outline is drafted for economic assistance in coordination with United States Agency for International Development. The outline addresses the current problems, future economic conditions and commercial partnerships, as well as food loan import and export agreements. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the government-in-exile as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. The cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as a Representative of Resistance Leadership (41-OPFOR-0036)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the cultural norm for the geographical region in the scenario and some type of identification papers and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the U.S. Government or military with security from his own resistance forces or shadow government if appropriate. (His presence should be fully supported by the Embassy.) The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of local and regional problems. Additionally, he should know persons who support the resistance and can be trusted to cooperate with the unit commander as the mission progresses. The role player has a solid grasp of the current mission and his counterpart's role (U.S. Country Team or CA player). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation. The role player should display a willingness to fully cooperate with the U.S. forces if doing so supports his own personal interests and possibly those of the government that he supports. He also supports the U.S. presence in his homeland.

**STANDARDS:** 1. The role player provides the unit with specific regional tactical and strategic intelligence designed to allow interaction with individuals who are sympathetic to the government. The role player has contacts in national agencies, military forces, and nongovernmental organizations or international organizations operating in the host nation. He provides information concerning his past, present, and future activities that directly impact on the mission to include policies and directives that will be broadcast to the populace. He has the authority to coordinate or negotiate support in the way of personnel, equipment, facilities, and land. The role player has the authority to approve and assist in the coordination of the conduct of military operations on behalf of the resistance within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. The role player will specifically address issues regarding dislocated civilians, health issues in his region, environmental concerns, skills training for ex-resistance forces, crop damages and effects of natural disasters, economic aid to the resistance after hostilities, and demobilization of the resistance forces. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the shadow government as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality or personal interests. d. International law. e. The cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as a Dislocated Civilian (Displaced Person) (41-OPFOR-0039)

**CONDITIONS:** Given a detailed script, the role player will fill a role as a displaced person. A displaced person is a civilian who is involuntarily outside the national boundary of his country (stranded) in time of war; for example, foreign tourists, aid workers, foreign laborers. The role player will have clothing that is suitable and in keeping with the cultural norm for his country of origin or his company uniform and some type of identification papers verifying his status, name, and residence. If appropriate, he should be scared for his safety or accompanied by family members if a tourist. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the United States (U.S.) military mission. Initial rapport has been established but not necessarily on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to cause a diplomatic complaint. The role player should exhibit a great deal of concern toward cooperating with the U.S. forces and a paranoid feeling about the U.S. presence in the host nation. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures the role player moves onto and disrupts movement on main supply routes (MSRs) and interferes with tactical operations.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and the quality of his responses concerning the enemy and the local situation. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will be such that the role player will have information concerning some aspect of different tasks; for example, enemy movements, agricultural information from his home region, status of roads and bridges, availability of fuel and electricity, information on health issues and medical personnel in his region, dislocated civilians still traveling behind him, and environmental disasters. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures, the role player moves onto and disrupts movement on MSRs and interferes with tactical operations.

**TASK:** Perform as a Dislocated Civilian (Refugee) (41-OPFOR-0040)

**CONDITIONS:** Given a detailed script, the role player will fill a role as a refugee. A refugee is a civilian who has left home to seek safety because of real or imagined danger; for example, conflict among local farmers along the border, foreign nationals fleeing combat on the border, mountain people fleeing an earthquake or volcano eruption. The role player will have clothing and baggage that are suitable and in keeping with the cultural norms for his country of origin, some type of identification papers verifying his status, name, and country of residence. If appropriate, he should be scared for himself and his family's safety. He may have injuries that require immediate attention. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the United States (U.S.) military mission. Initial rapport has been established but not necessarily on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation. The role player should display a very neutral attitude toward cooperating with the U.S. forces and an apathetic feeling about supporting the U.S. presence in his homeland.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in

providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and the quality of his responses concerning the enemy and the local situation. Scripting will allow the role player to provide information in the following categories: enemy movements, movements of other dislocated civilians, crimes committed by others, health conditions observed, food and water availability, vehicles stranded by fuel or repair problems, and local police activities during the role player's movement. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures the role player moves onto and disrupts movement on main supply routes and interferes with tactical operations.

**TASK:** Perform as a Dislocated Civilian (Evacuee) (41-OPFOR-0041)

**CONDITIONS:** Given a detailed script, the role player will be an evacuee. An evacuee is a civilian removed from his place of residence by local or national military order. Evacuation can be voluntary or forced, preferably ordered by host nation (HN) government, but in extreme cases ordered by United States (U.S.) ground commander (division level or higher) to prevent casualties due to natural disasters and combat operations. The evacuee will have clothing and some baggage that are suitable and in keeping with the cultural norms of the HN as detailed in the scenario and some type of identification papers verifying his status, name, and residence. If appropriate, he should be scared for his safety and accompanied by family members. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the U.S. military mission. Sometimes he is terrified of being forced to move despite the danger of combat or natural disaster in the vicinity. Initial rapport has been established but not necessarily on a friendly basis. A serious or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to cause a diplomatic complaint.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and the quality of his responses concerning all aspects of his journey. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with normal procedures, provide solid insight into the actual political conditions, and personal beliefs and feelings within that area. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures the role player moves onto and disrupts movement on main supply routes and interferes with tactical operations.

**TASK:** Perform as an Evacuee (41-OPFOR-0042)

**CONDITIONS:** Given a detailed script, the role player will fill a role in one of the following three categories of evacuee (each having specific differences): 1. United States (U.S.) military personnel specifically designated for evacuation as noncombatants. 2. Dependents of members of the U.S. Armed Forces. 3. Civilian employees of all agencies of the U.S. Government and their dependents. Noncombatant status also includes U.S. (or non-U.S.) citizens who may be authorized or assisted in evacuation by a competent authority: 1. Private U.S. citizens and their dependents. 2. Civilian employees of U.S. Government agencies and their dependents who, on their own volition, are residents in the concerned country but express the willingness to be evacuated. The role player should have clothing and baggage that are

suitable and in keeping with the cultural norm for his country of origin in the scenario and some type of identification papers verifying his status, name, and residence. If appropriate, he should be scared for his safety and accompanied by family members. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has a solid grasp of the U.S. military mission. Initial rapport has been established and all parties are currently on a friendly basis. The role player should display shock and concern about the evacuation.

**STANDARDS:** 1. The role player will cooperate and assist U.S., coalition, and allied operations whenever and wherever possible because it serves his safety needs and ensures his well-being. He is extremely helpful in providing information critical to the mission. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). (TRAINING NOTE: During evacuation operations, foreign nationals may be evacuated with U.S. citizens.) 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with normal procedures, providing solid insight into the actual political conditions and personal beliefs and feelings within that area. (TRAINING NOTE: As a group, the role players are generally cooperative. Some role players may exhibit irrational behavior such as refusing to board the aircraft without their pets.) 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. The role player supports actions that offer a rapid departure from the danger area. 5. The role player opposes actions that would prolong his stay in the area. Without positive controls he becomes unruly and disrupts the operation.

**TASK:** Perform as U.S. Government Official (41-OPFOR-0037)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with United States (U.S.) Government policies, some type of papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Government or U.S. military. The role player will be knowledgeable of the policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the requested support. The role player has authority to approve and assist in the coordination of the conduct of military operations within his regional or local area of control. These actions will be based upon an action-reaction or cause-and-effect process. Scripting will allow the role player to request information on the current status of economic reviews, education reviews and public safety improvement projects, provide details of approved public facilities projects, coordinate for health assessments in areas deemed important by the U.S. Ambassador. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. This role player could portray someone from the Department of the Treasury, Federal Bureau of Investigation, Department of Defense or the intelligence community. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the U.S. Government as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform an Air Attack (41-OPFOR-0001)

**CONDITIONS:** An opposing force (OPFOR) element is able to employ aircraft.

**STANDARDS:** 1. The OPFOR surprises the unit with an air attack. 2. The OPFOR prevents the unit from completing its assigned mission. 3. The OPFOR does not lose any aircraft to ground fire.

**TASK:** Conduct a Vehicular Ambush (41-OPFOR-0002)

**CONDITIONS:** An opposing force (OPFOR) element is positioned on the unit's route.

**STANDARDS:** 1. The OPFOR prevents the unit from meeting its specified time schedule. 2. The OPFOR forces the unit to deviate from its specified route. 3. The OPFOR prevents the unit from reaching its assigned destination. 4. The OPFOR surprises the main body. 5. The OPFOR destroys the unit's combat effectiveness. **TRAINING NOTE:** Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1, *Operational Terms and Graphics*) The evaluator must consider such factors as the status of fuel, ammunition, weapons systems, and personnel in assessing the combat effectiveness of a unit.

**TASK:** Perform Chemical Operations (41-OPFOR-0006)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR prevents detection and warning of planned chemical attacks. 2. The OPFOR surprises the unit and uses chemical agents.

**TASK:** Disrupt Sustainment Operations (41-OPFOR-0011)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the unit performing sustainment operations. 2. The OPFOR prevent the unit from rearming, refueling, and resupplying. 3. The OPFOR prevent the unit from eating and sleeping.

**TASK:** Conduct an Attack (41-OPFOR-0012)

**CONDITIONS:** The OPFOR is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the main body of the unit. 2. The OPFOR avoids being fixed (for example, they retain freedom of movement). 3. The OPFOR accomplishes the assigned task when they—  
a. Seize the assigned terrain. b. Penetrate the defense with at least 50 percent of their forces. c. Destroy the defending unit's combat effectiveness. d. Force the defending unit to withdraw. 4. The OPFOR retains combat effectiveness. **TRAINING NOTE:** Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1) The evaluator, in assessing the combat effectiveness of a unit, must consider such factors as the status of fuel, ammunition, weapons systems, and personnel.

**ELEMENT:** Special Functions Team

**TASK:** Provide Cultural Relations Support (41-5-0033)

(FM 41-10)	(DA Pam 27-1)	(FM 100-23)
(FM 100-23-1)	(FM 101-5)	(FM 101-5-1)
(FM 27-10)	(FM 90-29)	(FM 90-41)
(ST 41-10-17)	(TC 7-98-1)	

**ITERATION:** 1 2 3 4 5 M (Circle)

**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** As a Civil Affairs specialty functions team in a field environment, given DA Pam 27-1, FM 100-23, FM 100-23-1, FM 101-5, FM 101-5-1, FM 27-10, FM 41-10, FM 90-29, FM 90-41, ST 41-10-17, and TC 7-98-1. The commander has been tasked to direct civil-military operations (CMO) within the area of operations (AO). Command and control, logistics, administration, communications, and security have been established in the AO. United States (U.S.) policies and objectives and foreign nation (FN) and U.S. agreements for the conduct of CMO are available. The FN government can conduct limited operations. Some iterations of this task should be performed in MOPP4.

**TASK STANDARDS:** The cultural relations functional specialists evaluate the FN's culture, religions, and history; identify property of cultural, religious, and historical significance, instruct the forces on cultural matters, develop plans, and provide supervision to support the commander's intent in accordance with U.S. policies, objectives, and FN agreements.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> <li>1. The cultural relations functional specialists conduct preliminary assessment and mission preparation.                             <ol style="list-style-type: none"> <li>a. Analyze the situation and potential courses of action (COAs) considering mission, enemy, terrain and weather, troops available, time available, and civil considerations</li> <li>b. Read the country and area studies.</li> <li>c. Receive the mission.</li> <li>d. Review the operation order.</li> <li>e. Review the supported unit's standing operating procedures.</li> <li>f. Establish connectivity and communications with supported unit.</li> <li>g. Conduct mission analysis.</li> <li>h. Identify implied and specified tasks.</li> <li>i. Identify mission essential tasks.</li> <li>j. Prioritize tasks.</li> <li>k. Develop measures of effectiveness (MOEs) for each task.</li> <li>l. Develop a plan for cultural relations support operations.</li> <li>m. Rehearse the plan.</li> <li>n. Develop an initial transition plan for cultural relations support operations.</li> </ol> </li> <li>2. The cultural relations functional specialists coordinate with appropriate staff sections, CA teams, and other military units.                             <ol style="list-style-type: none"> <li>a. Establish communications with other staff sections.</li> <li>b. Establish communications with other CA units.</li> <li>c. Establish communications with other units involved with cultural relations and protected property issues.</li> <li>d. Determine mutual, overlapping, and collective cultural relations requirements within the force.</li> <li>e. Resolve duplication of effort.</li> <li>f. Coordinate activities.</li> </ol> </li> </ol>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>3. The cultural relations functional specialists establish liaison with appropriate nonmilitary agencies, organizations, and personnel.</p> <ul style="list-style-type: none"> <li>a. Identify international organizations, nongovernmental organizations, FN agencies, religious, social, ethnic, and other nonmilitary organizations involved with cultural relations issues.</li> <li>b. Determine authority, functions, and relationships of these agencies and organizations.</li> <li>c. Identify religious leaders, prominent social figures, and other key personnel.</li> <li>d. Coordinate liaison activities with the supported unit's civil-military operations center and S-5/G-5.</li> <li>e. Establish communications with key personnel.</li> <li>f. Determine scope, capabilities, and effectiveness of these agencies and organizations.</li> <li>g. Assess the activities of these agencies and organizations in relation to CMO.</li> <li>h. Maintain and document contacts and communications.</li> </ul> <p>4. The cultural relations functional specialists conduct a deliberate assessment of the AO.</p> <ul style="list-style-type: none"> <li>a. Execute the assessment using civil areas, structures, capabilities, organizations, people, and events as a guide to focus the assessment and establish the links between the supported commander's mission and the civil dimension.</li> <li>b. Review the area study, laws, international agreements, United Nations Educational, Scientific and Cultural Organization reports, religious, historical texts and other data sources for all issues relating to cultural relations and protected property.</li> <li>c. Identify the social, cultural, religious, and ethnic customs and practices, especially those, which may have an impact on the mission.</li> <li>d. Identify disputes between opposing groups and the cultural, religious, and ethnic factors that contribute to their animosity towards each other.</li> <li>e. Consolidate priority intelligence requests, requests for information, and requests for assistance.</li> <li>f. Identify available resources.</li> <li>g. Identify the structures and interrelationships found within the FN society.</li> <li>h. Determine the population's cultural and religious requirements.</li> <li>i. Assess the ability of the civilian social systems to provide support to both the military and civilian sectors.</li> <li>j. Determine the civilian impact on military operations.</li> <li>k. Identify cultural issues that may have legal ramifications for soldiers who do not observe them.</li> <li>l. Determine the military impact on civilians and cultural institutions.</li> <li>m. Develop strategies to meet the civilian social systems needs of both the military and civilian sectors.</li> <li>n. Determine the labor, equipment, facilities, and technical expertise needed to reestablish civil society and protected property control systems.</li> <li>o. Develop plans for intermediate and long-range reconstruction.</li> <li>p. Identify arts, monuments, and archives (AMA) locations and caretakers.</li> <li>q. Conduct continuous deliberate assessment updates.</li> <li>r. Evaluate MOEs, as directed.</li> <li>s. Refine the transition plan for cultural relations support operations.</li> </ul> <p>5. The cultural relations functional specialists develop plans, policies and procedures to support CMO.</p>		



<b>TASK STEPS AND PERFORMANCE MEASURES</b>	<b>GO</b>	<b>NO-GO</b>
a. Develop cultural awareness training programs for both FN civilians and allied forces. b. Recommend methods of operation that have the least impact on the local populace. c. Develop procedures to minimize civilian impact on military operations. d. Develop codes of behavior that complement local customs and satisfy basic requirements for the treatment of civilians, property, and cultural facilities. e. Develop policies on restrictions on the use of specific religious buildings, shrines, consecrated places, and other facilities. f. Provide guidance on the commander's legal responsibility concerning AMA. g. Prepare plans to inventory, mark, preserve, store, and secure the arts, monuments and archives of the FN in accordance with international law.  6. The cultural relations functional specialists brief the team chief or commander on matters concerning cultural affairs activities within the AO. a. Determine COAs based on the assessment. b. Select advantages and disadvantages of COAs. c. Determine conclusions and recommendations. d. Prepare a decision brief. e. Brief the recommended COA to the team chief or commander.  7. The cultural relations functional specialists implement the selected COA. a. Provide oversight and supervision on the implementation of the COA based upon the commander's directive. b. Monitor the progress of the implementation. c. Evaluate the effectiveness of the implementation. d. Apprise the commander and staff on the status of the FN's civil information systems.		

<b>TASK PERFORMANCE / EVALUATION SUMMARY BLOCK</b>							
<b>ITERATION</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>M</b>	<b>TOTAL</b>
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

“(\*)” Indicates a leader task step.

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
01-9108.50-3004	Conduct a Civil Affairs Area Assessment	STP 41-38II-OFS
01-9108.50-3010	Assist in Planning Foreign Nation Support	STP 41-38II-OFS
01-9108.50-3012	Coordinate Support From Private Voluntary and Nongovernment Organizations	STP 41-38II-OFS
01-9108.50-3016	Establish Liaison With Nonmilitary Agencies and Organizations	STP 41-38II-OFS
04-9108.01-0001	Prepare a Civil-Military Operations Estimate of the Situation	STP 41-38II-OFS
04-9108.02-0105	Prepare Priority Intelligence Requirements	STP 41-38II-OFS
04-9108.02-0106	Disseminate Collected Information	STP 41-38II-OFS
04-9108.05-0021	Prepare a Civil Affairs Annex to an Operations Plan or Order	STP 41-38II-OFS
04-9108.07-0021	Prepare a Periodic Civil Affairs Report	STP 41-38II-OFS

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
04-9108.14-0103	Evaluate the Effectiveness of Civil-Military Operations	STP 41-38II-OFS
331-911-0003	Maintain Journals, Status Boards, Visual Display Charts, and Graphs Required to Manage Civil Affairs Operations	STP 41-38A1-SM
331-911-0004	Integrate Graphics and Overlays With Other Staff Sections	STP 41-38A1-SM
331-911-0006	Support the Conduct of an Area Assessment	STP 41-38A1-SM
331-911-0007	Analyze the Legal Aspects of the Law of Land Warfare on Military Operations	STP 41-38A1-SM
331-911-0008	Determine the Roles and Functions of the U.S. Army Psychological Operations in Support of Civil Affairs Operations	STP 41-38A1-SM
331-911-0011	Process Area and Functional Specialty Assessments	STP 41-38A24-SM-TG
331-911-0012	Provide Liaison With Nongovernment Organizations, Private Voluntary Organizations, and Government Organizations Within the Area of Operations	STP 41-38A24-SM-TG
331-911-0013	Support the Development of Programs That Encourage Civilian Population Support	STP 41-38A24-SM-TG
331-911-0301	Identify the Civil Affairs Missions	STP 41-38A1-SM
331-911-0303	Identify Army Command Structure and Staff Procedures and Responsibilities	STP 41-38A1-SM
331-911-0305	Assist in the Preparation of a Military Briefing	STP 41-38A1-SM
331-911-0306	Conduct Information Gathering Through Civil Affairs Activities	STP 41-38A1-SM
331-911-0307	Identify the Responsibilities, Functions, and Staff Coordination Requirements of a Civil Affairs Staff Noncommissioned Officer	STP 41-38A24-SM-TG
331-911-0308	Prepare Civil Affairs Annex	STP 41-38A24-SM-TG
331-911-0309	Conduct Civil Affairs Situational Briefing	STP 41-38A24-SM-TG
331-911-0310	Supervise the Processing of Foreign Nation, Government Organization, and Nongovernment Organization Message Traffic	STP 41-38A24-SM-TG
331-911-0311	Provide Input to the Theater Operations Plan/Operations Order Annex	STP 41-38A24-SM-TG
331-911-0401	Identify the Responsibilities and Functions of the Civil-Military Operations Staff Section	STP 41-38A1-SM
331-911-0402	Process Civil-Military Operations Reports	STP 41-38A24-SM-TG
331-911-0403	Support the Preparation of a Civil-Military Operations Estimate of the Situation	STP 41-38A1-SM
331-911-0412	Coordinate Civil-Military Operations With U.S., Foreign Nation, and International Organizations	STP 41-38A24-SM-TG
331-911-0413	Coordinate the Development and Maintenance of an Information Database in Support of Civil-Military Operations	STP 41-38A24-SM-TG
331-911-0419	Supervise the Preparation and the Update of a Civil-Military Operations Estimate	STP 41-38A24-SM-TG
331-911-0451	Conduct Liaison Between Commanders and Local Leaders	STP 41-38A24-SM-TG

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-0453	Advise the Commander and Local Leaders in the Corrections of any Shortcomings That Are Detected Within the U.S.-Sponsored Government	STP 41-38A24-SM-TG
331-911-0501	Identify the Roles, Missions, and Functions of Nongovernmental Organizations, Private Voluntary Organizations, and Other Government Organizations	STP 41-38A1-SM
331-911-0751	Report on the Effectiveness of Local Government Agencies	STP 41-38A24-SM-TG
331-911-1400	Identify the Missions and Responsibilities of the Arts, Monuments, and Archives Specialty	STP 41-38A1-SM
331-911-1401	Support the Location, Identification, and Determination of and Safeguard of Arts, Monuments, and Archives	STP 41-38A24-SM-TG
331-911-1402	Supervise the Preparation of Map Overlays Showing the Location of Significant Arts, Monuments, and Archives to Include Preclusion Overlays	STP 41-38A24-SM-TG
331-911-1403	Implement Directives for the Protection of Arts, Monuments, and Archives and Other Cultural Properties	STP 41-38A24-SM-TG
331-911-1450	Identify the Missions and Responsibilities of the Civil Information Specialty	STP 41-38A1-SM
331-911-1451	Support the Control and Operation of Civil Information Agencies and Media	STP 41-38A24-SM-TG
331-911-1452	Implement Civil Censorship Policies	STP 41-38A24-SM-TG
331-911-1500	Identify the Missions and Responsibilities of the Cultural Affairs Specialty	STP 41-38A1-SM
331-911-1501	Identify the Cultural Characteristics of the Population That May Affect the Mission	STP 41-38A1-SM
331-911-1502	Identify Religious Buildings, Shrines, and Consecrated Places	STP 41-38A1-SM
331-911-1503	Describe the Impact of Religious Beliefs on the Conduct of Civil Affairs Campaigns	STP 41-38A1-SM
331-911-1504	Demonstrate Cross-Cultural Communications Skills	STP 41-38A1-SM
331-911-1505	Coordinate Military Support for Decontamination of Cultural Properties	STP 41-38A24-SM-TG
331-911-1506	Monitor the Speeches, Publications, and Demonstrations of External Agencies to Determine Their Acceptance or Rejection by the Local Populace	STP 41-38A24-SM-TG
331-911-1507	Support the Development of Codes of Behavior for U.S. Forces to Reduce Acts Contrary to Local Customs	STP 41-38A24-SM-TG
331-911-1508	Recommend Restrictions on the Use of Religious Buildings, Shrines, and Consecrated Places	STP 41-38A24-SM-TG
331-911-1509	Advise the Commander on the Relations Among Ethnic, Cultural, Religious, and Social Groups in the Area of Operations	STP 41-38A24-SM-TG

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-1510	Manage the Cultural Awareness Troop Information Program	STP 41-38A24-SM-TG
331-911-1551	Describe the Impact of Military Operations on Civilians in the Area of Operations	STP 41-38A1-SM
331-911-1556	Coordinate With Military Forces for Transportation, Military Police Support, Military Intelligence, Medical Activities, and Logistics Support as Needed	STP 41-38A24-SM-TG
S1-9108.50-3003	Determine How the Special Operations Imperatives Relate to Civil Affairs Operations	STP 41-38II-OFS

**SUPPORTING COLLECTIVE TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
31-2-0100.41-5001	Conduct Mission Planning (CA Team)	ARTEP 41-701-10-MTP
31-3-0011.41-5003	Conduct Area Assessment (CA Team)	ARTEP 41-701-10-MTP
41-5-0005	Conduct Civil-Military Operations With a Supported Unit	ARTEP 41-701-10-MTP
41-5-0009	Determine Civil Affairs Functional Specialty Requirements	ARTEP 41-701-10-MTP
41-5-0010	Coordinate for Foreign Nation Support	ARTEP 41-701-10-MTP

**OPFOR TASKS AND STANDARDS**

**TASK:** Perform as an Allied Nation Official (41-OPFOR-0031)

**CONDITIONS:** Given a detailed script, the role player will have clothing that resembles the allied nation to which he belongs (At a minimum, some form of unique clothing from the portrayed country should be worn.), some type of identification papers verifying his status, rank, name, unit, and clearance, and will speak with an accent close to that of the actual area of responsibility (AOR) that he represents. If appropriate, he should be accompanied by a security element from his country or an allied nation if the scenario is in a North Atlantic Treaty Organization (NATO) or United Nations (UN) atmosphere. The role player will be knowledgeable of the cultural, political and personal morals, beliefs and policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (United States [U.S.] CA player). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation. The role player should, per his government's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the joint operations area that the allied nations share. (NOTE: It is realistic for the role player to portray the member of an allied nation working in a NATO, coalition forces or UN forces mission).

**STANDARDS:** 1. The role player provides the unit with specific allied governmental information designed to allow interaction with allied agencies or military forces. The role player has the authority to coordinate allied military support in the way of personnel, equipment, facilities, and land and agrees to authorize or approve the conduct of military operations within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will allow the role player to express a willingness to discuss joint endeavors, which address economic development, repair and building of public facilities, training and advice to local officials, and support for joint displaced civilian actions. The results of the interaction will be based solely upon the failure or success of the CA unit to properly prepare for the meeting with adequate knowledge of how the role player does business and what it takes to cooperate in the combined military environment. 2. The role player acts in accordance with

(IAW) the cultural norms established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The national interests as known for the CA unit's war-traced AOR. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. The cultural norms of the unit's war-traced AOR.

**TASK:** Perform as a Member of the U.S. Defense Attaché Team (41-OPFOR-0032)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the United States (U.S.) Department of State (DOS) and Defense policies, some type of identification papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Diplomatic Security Corps. The role player will be knowledgeable of the policies of the role being portrayed (role players and scriptwriters should check out the Web page of the DOS to find procedures and policies for defense attachés). The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart of the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies, HN or allied military forces, U.S. Government agencies, and any nongovernmental organizations (NGO) or international organizations (IO) operating in the theater. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the requested support. The role player also has the authority to approve and assist in the coordination of the conduct of military operations within his regional and local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will follow along the premise that any action causes a normal reaction based upon DOS policies and procedures, protocol for U.S. diplomats and level of authority based upon his position in the Embassy. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with the DOS's normal operating procedures, providing solid insight into the actual political conditions and business practices within that area. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the DOS as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform as U.S. Government Official (41-OPFOR-0037)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with United States (U.S.) Government policies, some type of papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Government or U.S. military. The role player will be knowledgeable of the policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies. The role player has the authority to assist in the coordination or negotiations for HN or allied government organizations, nongovernmental organizations and international organizations support in the way of personnel, equipment, facilities, and land. The role player has authority to approve and assist in the coordination of the conduct of military operations within his regional or local area of control. These actions will be based upon an action-reaction or cause-and-effect process. Scripting will allow the role player to request information on the current status of economic reviews, education reviews and public safety improvement projects, provide details of approved public facilities projects, coordinate for health assessments in areas deemed important by the U.S. Ambassador. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. This role player could portray someone from the Department of the Treasury, Federal Bureau of Investigation, Department of Defense or the intelligence community. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the U.S. Government as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform an Air Attack (41-OPFOR-0001)

**CONDITIONS:** An opposing force (OPFOR) element is able to employ aircraft.

**STANDARDS:** 1. The OPFOR surprises the unit with an air attack. 2. The OPFOR prevents the unit from completing its assigned mission. 3. The OPFOR does not lose any aircraft to ground fire.

**TASK:** Conduct a Vehicular Ambush (41-OPFOR-0002)

**CONDITIONS:** An opposing force (OPFOR) element is positioned on the unit's route.

**STANDARDS:** 1. The OPFOR prevents the unit from meeting its specified time schedule. 2. The OPFOR forces the unit to deviate from its specified route. 3. The OPFOR prevents the unit from reaching its assigned destination. 4. The OPFOR surprises the main body. 5. The OPFOR destroys the unit's combat effectiveness. **TRAINING NOTE:** Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1, *Operational Terms and Graphics*) The evaluator must consider such factors as the status of fuel, ammunition, weapons systems, and personnel in assessing the combat effectiveness of a unit.

**TASK:** Perform Chemical Operations (41-OPFOR-0006)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR prevents detection and warning of planned chemical attacks. 2. The OPFOR surprises the unit and uses chemical agents.

**TASK:** Disrupt Sustainment Operations (41-OPFOR-0011)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the unit performing sustainment operations. 2. The OPFOR prevent the unit from rearming, refueling, and resupplying. 3. The OPFOR prevent the unit from eating and sleeping.

**TASK:** Conduct an Attack (41-OPFOR-0012)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the main body of the unit. 2. The OPFOR avoids being fixed (for example, they retain freedom of movement). 3. The OPFOR accomplishes the assigned task when they—  
a. Seize the assigned terrain. b. Penetrate the defense with at least 50 percent of their forces. c. Destroy the defending unit's combat effectiveness. d. Force the defending unit to withdraw. 4. The OPFOR retains combat effectiveness. TRAINING NOTE: Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1) The evaluator, in assessing the combat effectiveness of a unit, must consider such factors as the status of fuel, ammunition, weapons systems, and personnel.

**ELEMENT:** Special Functions Team

**TASK:** Provide Emergency Services Support (41-5-0034)

(FM 41-10)	(DA Pam 27-1)	(FC 41-10-1)
(FM 100-19)	(FM 100-23)	(FM 100-23-1)
(FM 101-5)	(FM 101-5-1)	(FM 21-16)
(FM 27-10)	(FM 3-3)	(FM 3-4)
(FM 3-5)	(FM 5-415)	(FM 8-285)
(FM 90-29)	(FM 90-41)	(FM 9-15)
(TC 7-98-1)		

**ITERATION:** 1 2 3 4 5 M (Circle)

**COMMANDER/LEADER ASSESSMENT:** T P U (Circle)

**CONDITIONS:** As a Civil Affairs specialty functions team in a field environment, given DA Pam 27-1, FM 100-19, FM 100-23, FM 100-23-1, FM 101-5, FM 101-5-1, FM 21-16, FM 27-10, FM 3-3, FM 3-4, FM 3-5, FM 5-415, FM 41-10, FM 8-285, FM 9-15, FM 90-29, FM 90-41, FC 41-10-1, and TC 7-98-1. The commander has been tasked to direct civil-military operations (CMO) within the area of operations (AO). Command and control, logistics, administration, communications, and security have been established in the AO. United States (U.S.) policies and objectives and foreign nation (FN) and U.S. agreements for the conduct of CMO are available. The FN government can conduct limited operations. Some iterations of this task should be performed in MOPP4.

**TASK STANDARDS:** The Emergency services functional specialists evaluate the FN's civil defense, disaster relief, and emergency services system and develop plans and provide supervision to support the commander's intent in accordance with U.S. policies, objectives, and FN agreements.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> <li>1. The emergency services functional specialists conduct preliminary assessment and mission preparation.                             <ol style="list-style-type: none"> <li>a. Analyze the situation and potential courses of action (COAs) considering mission, enemy, terrain and weather, troops available, time available, and civil considerations</li> <li>b. Read the country and area studies.</li> <li>c. Receive the mission.</li> <li>d. Review the operation order.</li> <li>e. Review the supported unit's standing operating procedures.</li> <li>f. Establish connectivity and communications with the supported unit.</li> <li>g. Conduct mission analysis.</li> <li>h. Identify implied and specified tasks.</li> <li>i. Identify mission essential tasks.</li> <li>j. Prioritize tasks.</li> <li>k. Develop measures of effectiveness (MOEs) for each task.</li> <li>l. Develop a team plan for emergency services support operations.</li> <li>m. Rehearse the team plan.</li> <li>n. Develop an initial transition plan for emergency services support operations.</li> </ol> </li> <li>2. The emergency services functional specialists coordinate with appropriate staff sections, CA teams, and other military units.                             <ol style="list-style-type: none"> <li>a. Establish communications with other staff sections.</li> <li>b. Establish communications with other CA units.</li> <li>c. Establish communications with other units involved with civil defense, disaster relief and other emergency services issues.</li> </ol> </li> </ol>		



TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>d. Determine mutual, overlapping, and collective emergency services requirements within the force.</p> <p>e. Resolve duplication of effort.</p> <p>f. Coordinate activities as required.</p> <p>3. The emergency services functional specialists establish liaison with appropriate agencies, organizations, and personnel.</p> <p>a. Identify international organizations (IOs), nongovernmental organizations (NGOs), FN agencies, and other organizations involved with civil defense, disaster relief, and emergency issues.</p> <p>b. Determine authority, functions, and relationships of these agencies and organizations.</p> <p>c. Identify key personnel.</p> <p>d. Coordinate liaison activities with the supported unit's civil-military operations center and S-5/G-5.</p> <p>e. Establish communications with key personnel.</p> <p>f. Determine scope, capabilities, and effectiveness of these agencies and organizations.</p> <p>g. Assess the activities of these agencies and organizations in relation to CMO.</p> <p>h. Maintain and document contacts and communications.</p> <p>4. The emergency services functional specialists conduct a deliberate assessment of the AO.</p> <p>a. Execute the assessment using civil areas, structures, capabilities, organizations, people, and events as a guide to focus the assessment and establish the links between the supported commander's mission and the civil dimension.</p> <p>b. Review the area study, laws, international agreements, FN standing operating procedures, and other data sources for all issues relating to emergency services.</p> <p>c. Consolidate priority intelligence requirements.</p> <p>d. Identify available resources.</p> <p>e. Identify the organization, scope, and capacities of the FN emergency systems, recording shortfalls and deficiencies.</p> <p>f. Determine the population's emergency services requirements.</p> <p>g. Assess the ability of the FN emergency service systems to provide support to both the military and civilian sectors.</p> <p>h. Determine the civilian impact on military operations.</p> <p>i. Determine the military impact on civilians.</p> <p>j. Develop strategies to meet the FN emergency service systems needs of both the military and civilian sectors.</p> <p>k. Determine the personnel, equipment, facilities, training, technical expertise and other support needed to reestablish emergency service systems.</p> <p>l. Identify areas and facilities likely to be targeted by enemy forces or terrorists.</p> <p>m. Develop plans for intermediate and long-term reconstruction.</p> <p>n. Conduct continuous deliberate assessment updates.</p> <p>o. Evaluate MOEs, as directed.</p> <p>p. Refine the transition plan for emergency services support operations.</p> <p>5. The emergency services functional specialists evaluate the FN's existing emergency services programs.</p> <p>a. Evaluate emergency warning systems.</p> <p>b. Evaluate communications systems.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>c. Evaluate radiological monitoring systems.</li> <li>d. Evaluate nuclear, biological, and chemical (NBC) shelters.</li> <li>e. Evaluate civilian evacuation routes.</li> <li>f. Review FN civil defense, disaster relief, and emergency services plans and procedures.</li> <li>g. Identify shortfalls and problem areas.</li> <li>h. Determine civilian preparedness for emergencies and the FN's ability to provide essential services.</li> </ul> <p>6. The emergency services functional specialists develop civil defense, disaster relief and other emergency service plans.</p> <ul style="list-style-type: none"> <li>a. Plan for an emergency operations center.</li> <li>b. Plan for emergency shelters.</li> <li>c. Plan for evacuation.</li> <li>d. Plan to control civilian panic.</li> <li>e. Plan passive defense measures.</li> <li>f. Plan emergency food and supply distribution centers.</li> <li>g. Plan emergency medical centers.</li> <li>h. Plan for determining the location, isolation, and removal of unexploded ordnance (UXO).</li> <li>i. Plan for providing law and order.</li> <li>j. Plan for the use of military support elements.</li> <li>k. Plan for restoration of utilities.</li> <li>l. Plan for clearance of debris and rubble from streets, highways, airports, docks, rail centers, and shelters.</li> <li>m. Plan for prioritizing fire protection.</li> <li>n. Plan for rescue, evacuation, and hospitalization.</li> <li>o. Plan for the recovery and disposition of the dead.</li> <li>p. Plan for NBC monitoring and decontamination.</li> <li>q. Plan for movement control measures.</li> <li>r. Plan for operations of civil information agencies.</li> </ul> <p>7. The emergency services functional specialists coordinate training and information dissemination.</p> <ul style="list-style-type: none"> <li>a. Coordinate training in hygiene.</li> <li>b. Coordinate training in passive defense measures.</li> <li>c. Coordinate training in emergency medical procedures.</li> <li>d. Coordinate NBC training.</li> <li>e. Coordinate mine and UXO awareness training.</li> <li>f. Coordinate training for FN, IO, and NGOs emergency service providers on working with the military.</li> <li>g. Coordinate training for military personnel on working with FN, IO, and NGOs emergency services providers.</li> <li>h. Coordinate the dissemination of proclamations, ordinances, and notices.</li> </ul> <p>8. The emergency services functional specialists conduct a hasty site survey in the aftermath of an emergency.</p> <ul style="list-style-type: none"> <li>a. Identify the immediate survival needs of the population.</li> <li>b. Coordinate essential FN emergency activities and rescue operations with the military.</li> <li>c. Determine numbers and nature of casualties.</li> <li>d. Conduct damage assessment.</li> <li>e. Identify immediate hazards to the population: hazardous material, UXO ordnance, NBC contamination, and so on.</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
9. The emergency services functional specialists brief the team chief or commander on matters concerning FN emergency services activities within the AO. <ul style="list-style-type: none"> <li>a. Determine COAs based on the assessment.</li> <li>b. Select advantages and disadvantages of COAs.</li> <li>c. Determine conclusions and recommendations.</li> <li>d. Prepare a decision brief.</li> <li>e. Brief the recommended COA to the team chief or commander.</li> </ul>		
10. The emergency services functional specialists implement the selected COA. <ul style="list-style-type: none"> <li>a. Provide oversight and supervision on the implementation of the COA based upon the commander's directive.</li> <li>b. Monitor the progress of the implementation.</li> <li>c. Evaluate the effectiveness of the implementation.</li> <li>d. Apprise the commander and staff on the status of the FN's emergency service.</li> </ul>		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*" Indicates a leader task step.

**SUPPORTING INDIVIDUAL TASKS**

Task Number	Task Title	References
01-9108.50-3004	Conduct a Civil Affairs Area Assessment	STP 41-38II-OFS
01-9108.50-3006	Implement Military Civic Action Projects	STP 41-38II-OFS
01-9108.50-3010	Assist in Planning Foreign Nation Support	STP 41-38II-OFS
01-9108.50-3011	Plan Humanitarian Assistance	STP 41-38II-OFS
01-9108.50-3012	Coordinate Support From Private Voluntary and Nongovernment Organizations	STP 41-38II-OFS
01-9108.50-3013	Plan Military Support for Civil Defense	STP 41-38II-OFS
01-9108.50-3014	Plan Civil Assistance	STP 41-38II-OFS
01-9108.50-3015	Monitor Support to Civil Administration	STP 41-38II-OFS
01-9108.50-3016	Establish Liaison With Nonmilitary Agencies and Organizations	STP 41-38II-OFS
04-9108.01-0001	Prepare a Civil-Military Operations Estimate of the Situation	STP 41-38II-OFS
04-9108.02-0105	Prepare Priority Intelligence Requirements	STP 41-38II-OFS
04-9108.02-0106	Disseminate Collected Information	STP 41-38II-OFS
04-9108.05-0021	Prepare a Civil Affairs Annex to an Operations Plan or Order	STP 41-38II-OFS
04-9108.07-0021	Prepare a Periodic Civil Affairs Report	STP 41-38II-OFS
04-9108.09-0002	Assist in Planning Civil Affairs Operational Support for an Evacuation Operation	STP 41-38II-OFS
04-9108.14-0103	Evaluate the Effectiveness of Civil-Military Operations	STP 41-38II-OFS
331-911-0003	Maintain Journals, Status Boards, Visual Display Charts, and Graphs Required to Manage Civil Affairs Operations	STP 41-38A1-SM

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-0004	Integrate Graphics and Overlays With Other Staff Sections	STP 41-38A1-SM
331-911-0006	Support the Conduct of an Area Assessment	STP 41-38A1-SM
331-911-0007	Analyze the Legal Aspects of the Law of Land Warfare on Military Operations	STP 41-38A1-SM
331-911-0011	Process Area and Functional Specialty Assessments	STP 41-38A24-SM-TG
331-911-0012	Provide Liaison With Nongovernment Organizations, Private Voluntary Organizations, and Government Organizations Within the Area of Operations	STP 41-38A24-SM-TG
331-911-0100	Support Training to Enhance the Operation and Conduct of Civic Action Programs	STP 41-38A24-SM-TG
331-911-0101	Apprise the Commander Continuously on the Viability of the Established Government	STP 41-38A24-SM-TG
331-911-0102	Coordinate Civil Information Activities With Psychological Operations Units	STP 41-38A24-SM-TG
331-911-0251	Support the Training of Auxiliary (the Resistance) in Civil Affairs Operations	STP 41-38A24-SM-TG
331-911-0301	Identify the Civil Affairs Missions	STP 41-38A1-SM
331-911-0303	Identify Army Command Structure and Staff Procedures and Responsibilities	STP 41-38A1-SM
331-911-0307	Identify the Responsibilities, Functions, and Staff Coordination Requirements of a Civil Affairs Staff Noncommissioned Officer	STP 41-38A24-SM-TG
331-911-0308	Prepare Civil Affairs Annex	STP 41-38A24-SM-TG
331-911-0309	Conduct Civil Affairs Situational Briefing	STP 41-38A24-SM-TG
331-911-0310	Supervise the Processing of Foreign Nation, Government Organization, and Nongovernment Organization Message Traffic	STP 41-38A24-SM-TG
331-911-0311	Provide Input to the Theater Operations Plan/Operations Order Annex	STP 41-38A24-SM-TG
331-911-0401	Identify the Responsibilities and Functions of the Civil-Military Operations Staff Section	STP 41-38A1-SM
331-911-0402	Process Civil-Military Operations Reports	STP 41-38A24-SM-TG
331-911-0403	Support the Preparation of a Civil-Military Operations Estimate of the Situation	STP 41-38A1-SM
331-911-0412	Coordinate Civil-Military Operations With U.S., Foreign Nation, and International Organizations	STP 41-38A24-SM-TG
331-911-0413	Coordinate the Development and Maintenance of an Information Database in Support of Civil-Military Operations	STP 41-38A24-SM-TG
331-911-0414	Conduct Civil-Military Operations Mobile Training Team in Support of Security Assistance Operations	STP 41-38A24-SM-TG
331-911-0419	Supervise the Preparation and the Update of a Civil-Military Operations Estimate	STP 41-38A24-SM-TG
331-911-0453	Advise the Commander and Local Leaders in the Corrections of any Shortcomings That Are Detected Within the U.S.-Sponsored Government	STP 41-38A24-SM-TG

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-0501	Identify the Roles, Missions, and Functions of Nongovernmental Organizations, Private Voluntary Organizations, and Other Government Organizations	STP 41-38A1-SM
331-911-0601	Identify Civil Defense Requirements	STP 41-38A1-SM
331-911-0602	Report Availability of Civil Defense Resources	STP 41-38A24-SM-TG
331-911-0603	Advise Local Officials on Civil Defense Activities	STP 41-38A24-SM-TG
331-911-0604	Support Local Officials in Civil Defense Activities	STP 41-38A24-SM-TG
331-911-0605	Coordinate Civil Defense Activities With Public Safety Personnel	STP 41-38A24-SM-TG
331-911-0606	Coordinate Explosive Ordnance Disposal Activities With Foreign Nation Civil Defense Agencies	STP 41-38A24-SM-TG
331-911-0607	Integrate Local Civil Defense Agencies Into the Military Warning System	STP 41-38A24-SM-TG
331-911-0608	Coordinate With Applicable Organizations in the Disposition of Mass Casualties to Include Nuclear, Biological, and Chemical Warfare	STP 41-38A24-SM-TG
331-911-0609	Evaluate the Civil Defense Emergency Plan	STP 41-38A24-SM-TG
331-911-0751	Report on the Effectiveness of Local Government Agencies	STP 41-38A24-SM-TG
331-911-0903	Coordinate Military Assistance for the Disposition of Human and Animal Remains	STP 41-38A24-SM-TG
331-911-0906	Coordinate Acquisition of Medical Support Required by the Civilian Sector From Either U.S. Military or Civilian Sources	STP 41-38A24-SM-TG
331-911-0951	Coordinate Public Safety Services in Support of Military Operations	STP 41-38A24-SM-TG
331-911-0952	Report on the Capabilities of Public Safety Resources	STP 41-38A24-SM-TG
331-911-1001	Determine the Availability of Emergency Supplies and Equipment	STP 41-38A1-SM
331-911-1002	Report on Welfare Supplies Needed for Emergency Relief	STP 41-38A24-SM-TG
331-911-1003	Report on Emergency Supply Needs of the Populace	STP 41-38A24-SM-TG
331-911-1004	Support the Planning of Disaster Relief Operations	STP 41-38A24-SM-TG
331-911-1251	Report on Private and Public Communications Systems	STP 41-38A24-SM-TG
331-911-1305	Coordinate for the Use of Available Transportation for the Evacuation of Civilians From Combat Areas	STP 41-38A24-SM-TG
331-911-1306	Coordinate for the Use of Available Transportation Assets in the Medical Evacuation of Civilian Mass Casualty Situations	STP 41-38A24-SM-TG
331-911-1554	Implement a Screening and Identification System in Support of Evacuation Operations	STP 41-38A24-SM-TG

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-1556	Coordinate With Military Forces for Transportation, Military Police Support, Military Intelligence, Medical Activities, and Logistics Support as Needed	STP 41-38A24-SM-TG
S1-9108.50-3003	Determine How the Special Operations Imperatives Relate to Civil Affairs Operations	STP 41-38II-OFS

**SUPPORTING COLLECTIVE TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
31-2-0100.41-5001	Conduct Mission Planning (CA Team)	ARTEP 41-701-10-MTP
31-3-0011.41-5003	Conduct Area Assessment (CA Team)	ARTEP 41-701-10-MTP
41-5-0005	Conduct Civil-Military Operations With a Supported Unit	ARTEP 41-701-10-MTP
41-5-0009	Determine Civil Affairs Functional Specialty Requirements	ARTEP 41-701-10-MTP
41-5-0010	Coordinate for Foreign Nation Support	ARTEP 41-701-10-MTP
41-5-0012	Coordinate Humanitarian Assistance	ARTEP 41-701-10-MTP
41-5-0013	Assist in Evacuation Operations	ARTEP 41-701-10-MTP
41-5-0014	Train Military Forces in Civil-Military Operations	ARTEP 41-701-10-MTP

**OPFOR TASKS AND STANDARDS**

**TASK:** Perform as a Government-in-Exile Interior Ministry Official (41-OPFOR-0034)

**CONDITIONS:** Given a detailed script, the role player will keep with the cultural norm for the geographical region in the scenario, have some type of identification papers and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the United States (U.S.) Government or military with security from his own government if appropriate. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of specific local and regional public facilities problems; public safety concerns to include fire and rescue issues; and be concerned about dislocated civilians and noncombatant evacuation issues. He should have a contact list of persons who support the exiled government and can be trusted to cooperate with the unit commander. The role player has a solid grasp of the current mission and his counterpart's role (government team Judge Advocate General). The role player should, per his government's wishes and instructions, display a willingness to fully cooperate with the U.S. forces as well as support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis.

**STANDARDS:** 1. The role player provides the unit with specific regional and governmental information designed to allow interaction with individuals who are sympathetic to the exiled government. The role player has contacts in host nation (HN) agencies, HN military forces, and any nongovernmental organizations or international organizations operating in the HN. He provides information concerning his government's activities that directly impact on the mission. The role player has authority to approve or assist in the coordination of military operations on behalf of the exiled government within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will address typical internal security and safety concerns for a service-oriented government, requiring knowledge of the issues for such services on the part of the CA team. The results of the interaction will be that a mutually agreeable outline is drafted for public services assistance addressing public facilities problems, public safety concerns to include fire and rescue issues, dislocated civilians, and noncombatant evacuation. 2. The role player acts in accordance with (IAW) the rules

established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the government-in-exile as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. Cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as a Local Host Nation Military Officer (41-OPFOR-0028)

**CONDITIONS:** Given a detailed script, the role player will have a uniform that resembles the host nation (HN) to which he belongs. (At a minimum, he will be the equivalent of a field grade officer. The national flag of the portrayed country should be on the uniform.) He will be armed with a pistol; have some type of identification papers verifying his status, rank, name, unit, and clearance; and speak with an accent close to that of the actual area of responsibility (AOR) that he represents. If appropriate, he should be accompanied by a security element from his country or an allied nation if the scenario is in a North Atlantic Treaty Organization or United Nations atmosphere. The role player will be knowledgeable of the cultural, political and personal morals, beliefs and policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (United States [U.S.] CA player). The role player should, per his commander's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific military information designed to allow interaction for combined and joint missions with HN (local) or allied military forces. The role player has the authority to coordinate support in the way of security personnel, equipment, facilities, and units. This support may come from HN or allied military, depending on the scenario. He agrees to authorize or approve the conduct of military operations within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will follow along the premise that any action causes a normal reaction based upon the national cultural lines of the role player's national origin. The results of the interaction will focus upon military concerns for dislocated civilians, public safety, food supplies, transportation shortages, and public health services. 2. The role player acts in accordance with (IAW) the cultural norms established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The national interests as known for the CA unit's war-traced AOR. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. The cultural norms of the unit's war-traced AOR.

**TASK:** Perform as a Member of the U.S. Defense Attaché Team (41-OPFOR-0032)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the United States (U.S.) Department of State (DOS) and defense policies, some type of identification papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Diplomatic Security Corps. The role player will be knowledgeable of the policies of the role being portrayed (role players and scriptwriters should check out the Web page of the DOS to find procedures and policies for defense attachés). The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart of the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies, HN or allied military forces, U.S. Government agencies, and any nongovernmental organizations (NGO) or international organizations (IO) operating in the theater. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the requested support. The role player also has the authority to approve and assist in the coordination of the conduct of military operations within his regional and local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will follow along the premise that any action causes a normal reaction based upon DOS policies and procedures, protocol for U.S. diplomats and level of authority based upon his position in the Embassy. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with the DOS's normal operating procedures, providing solid insight into the actual political conditions and business practices within that area. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the DOS as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform as a Dislocated Civilian (Displaced Person) (41-OPFOR-0039)

**CONDITIONS:** Given a detailed script, the role player will fill a role as a displaced person. A displaced person is a civilian who is involuntarily outside the national boundary of his country (stranded) in time of war; for example, foreign tourists, aid workers, foreign laborers. The role player will have clothing that is suitable and in keeping with the cultural norm for his country of origin or his company uniform and some type of identification papers verifying his status, name, and residence. If appropriate, he should be scared for his safety or accompanied by family members if a tourist. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the United States (U.S.) military mission. Initial rapport has been established but not necessarily on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to cause a diplomatic complaint. The role player should exhibit a great deal of concern toward cooperating with the U.S. forces and a paranoid feeling about the U.S. presence in the host nation. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures the role player moves onto and disrupts movement on main supply routes (MSRs) and interferes with tactical operations.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and the quality of his responses concerning the enemy and the local situation. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will be such that the role player will have information concerning some aspect of different tasks; for example, enemy movements, agricultural information from his home region, status of roads and bridges, availability of fuel and electricity, information on health issues and medical personnel in his region, dislocated civilians still traveling behind him, and environmental disasters. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures the role player moves onto and disrupts movement on MSRs and interferes with tactical operations.



**TASK:** Perform as a Dislocated Civilian (Refugee) (41-OPFOR-0040)

**CONDITIONS:** Given a detailed script, the role player will fill a role as a refugee. A refugee is a civilian who has left home to seek safety because of real or imagined danger; for example, conflict among local farmers along the border, foreign nationals fleeing combat on the border, mountain people fleeing an earthquake or volcano eruption. The role player will have clothing and baggage that are suitable and in keeping with the cultural norms for his country of origin, some type of identification papers verifying his status, name, and country of residence. If appropriate, he should be scared for himself and his family's safety. He may have injuries that require immediate attention. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the United States (U.S.) military mission. Initial rapport has been established but not necessarily on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation. The role player should display a very neutral attitude toward cooperating with the U.S. forces and an apathetic feeling about supporting the U.S. presence in his homeland.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and the quality of his responses concerning the enemy and the local situation. Scripting will allow the role player to provide information in the following categories: enemy movements, movements of other dislocated civilians, crimes committed by others, health conditions observed, food and water availability, vehicles stranded by fuel or repair problems, and local police activities during the role player's movement. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures the role player moves onto and disrupts movement on main supply routes and interferes with tactical operations.

**TASK:** Perform as a Dislocated Civilian (Evacuee) (41-OPFOR-0041)

**CONDITIONS:** Given a detailed script, the role player will be an evacuee. An evacuee is a civilian removed from his place of residence by local or national military order. Evacuation can be voluntary or forced, preferably ordered by host nation (HN) government, but in extreme cases ordered by United States (U.S.) ground commander (division level or higher) to prevent casualties due to natural disasters and combat operations. The evacuee will have clothing and some baggage that are suitable and in keeping with the cultural norms of the HN as detailed in the scenario and some type of identification papers verifying his status, name, and residence. If appropriate, he should be scared for his safety and accompanied by family members. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the U.S. military mission. Sometimes he is terrified of being forced to move despite the danger of combat or natural disaster in the vicinity. Initial rapport has been established but not necessarily on a friendly basis. A serious or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to cause a diplomatic complaint.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not

interrogated. The questions asked will determine the level of detail and the quality of his responses concerning all aspects of his journey. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with normal procedures, provide solid insight into the actual political conditions, and personal beliefs and feelings within that area. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures the role player moves onto and disrupts movement on main supply routes and interferes with tactical operations.

**TASK:** Perform as an Evacuee (41-OPFOR-0042)

**CONDITIONS:** Given a detailed script, the role player will fill a role in one of the following three categories of evacuee (each having specific differences): 1. United States (U.S.) military personnel specifically designated for evacuation as noncombatants. 2. Dependents of members of the U.S. Armed Forces. 3. Civilian employees of all agencies of the U.S. Government and their dependents. Noncombatant status also includes U.S. (or non-U.S.) citizens who may be authorized or assisted in evacuation by a competent authority: 1. Private U.S. citizens and their dependents. 2. Civilian employees of U.S. Government agencies and their dependents who, on their own volition, are residents in the concerned country but express the willingness to be evacuated. The role player should have clothing and baggage that are suitable and in keeping with the cultural norm for his country of origin in the scenario and some type of identification papers verifying his status, name, and residence. If appropriate, he should be scared for his safety and accompanied by family members. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has a solid grasp of the U.S. military mission. Initial rapport has been established, and all parties are currently on a friendly basis. The role player should display shock and concern about the evacuation.

**STANDARDS:** 1. The role player will cooperate and assist U.S., coalition, and allied operations whenever and wherever possible because it serves his safety needs and ensures his well-being. He is extremely helpful in providing information critical to the mission. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). (TRAINING NOTE: During evacuation operations, foreign nationals may be evacuated with U.S. citizens.) 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with normal procedures, providing solid insight into the actual political conditions and personal beliefs and feelings within that area. (TRAINING NOTE: As a group, the role players are generally cooperative. Some role players may exhibit irrational behavior such as refusing to board the aircraft without their pets.) 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. The role player supports actions that offer a rapid departure from the danger area. 5. The role player opposes actions that would prolong his stay in the area. Without positive controls he becomes unruly and disrupts the operation.

**TASK:** Perform as U.S. Government Official (41-OPFOR-0037)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with United States (U.S.) Government policies, some type of papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Government or U.S. military. The role player will be knowledgeable of the policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the requested support. The role player has authority to approve and assist in the coordination of the conduct of military operations within his regional or local area of control. These actions will be based upon an action-reaction or cause-and-effect process. Scripting will allow the role player to request information on the current status of economic reviews, education reviews and public safety improvement projects, provide details of approved public facilities projects, coordinate for health assessments in areas deemed important by the U.S. Ambassador. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. This role player could portray someone from the Department of the Treasury, Federal Bureau of Investigation, Department of Defense or the intelligence community. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the U.S. Government as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform an Air Attack (41-OPFOR-0001)

**CONDITIONS:** An opposing force (OPFOR) element is able to employ aircraft.

**STANDARDS:** 1. The OPFOR surprises the unit with an air attack. 2. The OPFOR prevents the unit from completing its assigned mission. 3. The OPFOR does not lose any aircraft to ground fire.

**TASK:** Conduct a Vehicular Ambush (41-OPFOR-0002)

**CONDITIONS:** An opposing force (OPFOR) element is positioned on the unit's route.

**STANDARDS:** 1. The OPFOR prevents the unit from meeting its specified time schedule. 2. The OPFOR forces the unit to deviate from its specified route. 3. The OPFOR prevents the unit from reaching its assigned destination. 4. The OPFOR surprises the main body. 5. The OPFOR destroys the unit's combat effectiveness. TRAINING NOTE: Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1, *Operational Terms and Graphics*) The evaluator must consider such factors as the status of fuel, ammunition, weapons systems, and personnel in assessing the combat effectiveness of a unit.

**TASK:** Perform Chemical Operations (41-OPFOR-0006)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR prevents detection and warning of planned chemical attacks. 2. The OPFOR surprises the unit and uses chemical agents.

**TASK:** Disrupt Sustainment Operations (41-OPFOR-0011)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the unit performing sustainment operations. 2. The OPFOR prevent the unit from rearming, refueling, and resupplying. 3. The OPFOR prevent the unit from eating and sleeping.

**TASK:** Conduct an Attack (41-OPFOR-0012)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the main body of the unit. 2. The OPFOR avoids being fixed (for example, they retain freedom of movement). 3. The OPFOR accomplishes the assigned task when they—  
a. Seize the assigned terrain. b. Penetrate the defense with at least 50 percent of their forces. c. Destroy the defending unit's combat effectiveness. d. Force the defending unit to withdraw. 4. The OPFOR retains combat effectiveness. **TRAINING NOTE:** Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1) The evaluator, in assessing the combat effectiveness of a unit, must consider such factors as the status of fuel, ammunition, weapons systems, and personnel.



TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> <li>d. Determine mutual, overlapping, and collective environmental requirements within the force.</li> <li>e. Resolve duplication of effort.</li> <li>f. Coordinate activities.</li> </ul> <p>3. The environmental management functional specialists establish liaison with appropriate nonmilitary agencies, organizations, and personnel.</p> <ul style="list-style-type: none"> <li>a. Identify international organizations, nongovernmental organizations, FN agencies, and other organizations involved with environmental and pollution issues.</li> <li>b. Determine authority, functions, and relationships of these agencies and organizations.</li> <li>c. Identify key personnel.</li> <li>d. Coordinate liaison activities with the supported unit's CMO center and S-5/G-5.</li> <li>e. Establish communications with key personnel.</li> <li>f. Determine scope, capabilities, and effectiveness of these agencies and organizations.</li> <li>g. Assess the activities of these agencies and organizations in relation to CMO.</li> <li>h. Maintain and document contacts and communications.</li> </ul> <p>4. The environmental management functional specialists conduct a deliberate assessment of the AO.</p> <ul style="list-style-type: none"> <li>a. Execute the assessment using civil areas, structures, capabilities, organizations, people, and events as a guide to focus the assessment and establish the links between the supported commander's mission and the civil dimension.</li> <li>b. Review the area study, laws, international agreements, environmental reports, and other data sources for all issues relating to FN environment and pollution control.</li> <li>c. Determine the extent of environmental degradation in the AO.</li> <li>d. Consolidate priority intelligence requirements.</li> <li>e. Identify available resources.</li> <li>f. Identify the organization, scope, and capacities of environmental protection agencies, recording shortfalls and deficiencies.</li> <li>g. Determine the population's environmental requirements.</li> <li>h. Assess the ability of the environmental management systems to provide support to both the military and civilian sectors. <ul style="list-style-type: none"> <li>i. Determine the civilian impact on military operations.</li> <li>j. Determine the military impact on civilians.</li> <li>k. Determine the civilian and military impact on the environment.</li> <li>l. Determine the environmental impact on civilians and the military.</li> </ul> </li> <li>m. Develop strategies to meet the environmental management system needs of both the military and civilian sectors.</li> <li>n. Determine the personnel, equipment, facilities, and technical expertise needed to reestablish effective environmental management.</li> <li>o. Develop plans for intermediate and long-range rehabilitation.</li> <li>p. Conduct continuous deliberate assessment updates.</li> <li>r. Evaluate MOEs, as directed.</li> <li>s. Refine the transition plan for environmental management support operations.</li> </ul> <p>5. The environmental management functional specialists develop policies and procedures to support CMO.</p> <ul style="list-style-type: none"> <li>a. Determine use of technical standards to monitor environmental quality.</li> </ul>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. Establish necessary procedures for the prevention, cleanup, and disposal of environmental pollution occurring in the AO. c. Catalog all existing types and locations of environmental pollution. d. Develop estimates on potential environmental problems.  6. The environmental management functional specialists brief the team chief or commander on matters concerning environmental dangers and protection activities within the AO. a. Determine COAs based on the assessment. b. Select advantages and disadvantages of COAs. c. Determine conclusions and recommendations. d. Prepare a decision brief. e. Brief the recommended COA to the team chief or commander.  7. The environmental management functional specialists implement the selected COA based upon the commander's directive. a. Provide oversight and supervision on the implementation of the COA based upon the commander's directive. b. Monitor the progress of the implementation. c. Evaluate the effectiveness of the implementation. d. Apprise the commander and staff on the status of environmental and pollution control initiatives.		

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"\*\*" Indicates a leader task step.

**SUPPORTING INDIVIDUAL TASKS**

Task Number	Task Title	References
01-9108.50-3004	Conduct a Civil Affairs Area Assessment	STP 41-38II-OFS
01-9108.50-3010	Assist in Planning Foreign Nation Support	STP 41-38II-OFS
01-9108.50-3012	Coordinate Support From Private Voluntary and Nongovernment Organizations	STP 41-38II-OFS
01-9108.50-3016	Establish Liaison With Nonmilitary Agencies and Organizations	STP 41-38II-OFS
04-9108.01-0001	Prepare a Civil-Military Operations Estimate of the Situation	STP 41-38II-OFS
04-9108.02-0105	Prepare Priority Intelligence Requirements	STP 41-38II-OFS
04-9108.02-0106	Disseminate Collected Information	STP 41-38II-OFS
04-9108.05-0021	Prepare a Civil Affairs Annex to an Operations Plan or Order	STP 41-38II-OFS
04-9108.07-0021	Prepare a Periodic Civil Affairs Report	STP 41-38II-OFS
04-9108.14-0103	Evaluate the Effectiveness of Civil-Military Operations	STP 41-38II-OFS
331-911-0003	Maintain Journals, Status Boards, Visual Display Charts, and Graphs Required to Manage Civil Affairs Operations	STP 41-38A1-SM

**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-0004	Integrate Graphics and Overlays With Other Staff Sections	STP 41-38A1-SM
331-911-0006	Support the Conduct of an Area Assessment	STP 41-38A1-SM
331-911-0007	Analyze the Legal Aspects of the Law of Land Warfare on Military Operations	STP 41-38A1-SM
331-911-0011	Process Area and Functional Specialty Assessments	STP 41-38A24-SM-TG
331-911-0012	Provide Liaison With Nongovernment Organizations, Private Voluntary Organizations, and Government Organizations Within the Area of Operations	STP 41-38A24-SM-TG
331-911-0301	Identify the Civil Affairs Missions	STP 41-38A1-SM
331-911-0303	Identify Army Command Structure and Staff Procedures and Responsibilities	STP 41-38A1-SM
331-911-0305	Assist in the Preparation of a Military Briefing	STP 41-38A1-SM
331-911-0306	Conduct Information Gathering Through Civil Affairs Activities	STP 41-38A1-SM
331-911-0307	Identify the Responsibilities, Functions, and Staff Coordination Requirements of a Civil Affairs Staff Noncommissioned Officer	STP 41-38A24-SM-TG
331-911-0308	Prepare Civil Affairs Annex	STP 41-38A24-SM-TG
331-911-0309	Conduct Civil Affairs Situational Briefing	STP 41-38A24-SM-TG
331-911-0310	Supervise the Processing of Foreign Nation, Government Organization, and Nongovernment Organization Message Traffic	STP 41-38A24-SM-TG
331-911-0311	Provide Input to the Theater Operations Plan/Operations Order Annex	STP 41-38A24-SM-TG
331-911-0401	Identify the Responsibilities and Functions of the Civil-Military Operations Staff Section	STP 41-38A1-SM
331-911-0402	Process Civil-Military Operations Reports	STP 41-38A24-SM-TG
331-911-0403	Support the Preparation of a Civil-Military Operations Estimate of the Situation	STP 41-38A1-SM
331-911-0412	Coordinate Civil-Military Operations With U.S., Foreign Nation, and International Organizations	STP 41-38A24-SM-TG
331-911-0413	Coordinate the Development and Maintenance of an Information Database in Support of Civil-Military Operations	STP 41-38A24-SM-TG
331-911-0419	Supervise the Preparation and the Update of a Civil-Military Operations Estimate	STP 41-38A24-SM-TG
331-911-0451	Conduct Liaison Between Commanders and Local Leaders	STP 41-38A24-SM-TG
331-911-0453	Advise the Commander and Local Leaders in the Corrections of any Shortcomings That Are Detected Within the U.S.-Sponsored Government	STP 41-38A24-SM-TG
331-911-0501	Identify the Roles, Missions, and Functions of Nongovernmental Organizations, Private Voluntary Organizations, and Other Government Organizations	STP 41-38A1-SM
331-911-0751	Report on the Effectiveness of Local Government Agencies	STP 41-38A24-SM-TG



**SUPPORTING INDIVIDUAL TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
331-911-1551	Describe the Impact of Military Operations on Civilians in the Area of Operations	STP 41-38A1-SM
S1-9108.50-3003	Determine How the Special Operations Imperatives Relate to Civil Affairs Operations	STP 41-38II-OFS

**SUPPORTING COLLECTIVE TASKS**

<b>Task Number</b>	<b>Task Title</b>	<b>References</b>
31-2-0100.41-5001	Conduct Mission Planning (CA Team)	ARTEP 41-701-10-MTP
31-3-0011.41-5003	Conduct Area Assessment (CA Team)	ARTEP 41-701-10-MTP
41-5-0005	Conduct Civil-Military Operations With a Supported Unit	ARTEP 41-701-10-MTP
41-5-0009	Determine Civil Affairs Functional Specialty Requirements	ARTEP 41-701-10-MTP
41-5-0010	Coordinate for Foreign Nation Support	ARTEP 41-701-10-MTP

**OPFOR TASKS AND STANDARDS**

**TASK:** Perform as a Member of a Host Nation Government Ministry (41-OPFOR-0030)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the cultural norms of the host nation (HN), some type of identification papers verifying his status, rank, name, unit, and clearance, and speak with an accent close to that of the actual area of responsibility (AOR) that he represents. If appropriate, he should be accompanied by a security element from his country or an allied nation if the scenario is in a North Atlantic Treaty Organization/United Nations atmosphere. The role player will be knowledgeable of the cultural, political and personal morals, beliefs and policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (United States [U.S.] CA player). The role player should, per his government's wishes and instructions, display a willingness to fully cooperate with the U.S. forces as well as support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart of the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific host nation governmental information designed to allow interaction with HN (local) or allied agencies or military forces and has the authority to coordinate HN government support within his regional/local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will provide the role player with specific concerns regarding current problems in the agricultural status of the HN, and inquiries into what assistance can be provided in training, research, equipment, funding, distribution, and sales. 2. The role player acts in accordance with (IAW) the cultural norms established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with the unit's war-traced area of AOR, providing solid insight into the actual political conditions and business practices within that area. Ethnic volunteers from the region would be helpful for realism. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The national interests as known for the CA unit's war-traced AOR. b. The bureaucratic interests assigned by the scenario. c. The scripted personality or personal interests. d. The cultural norms of the unit's war-traced AOR.

**TASK:** Perform as an Allied Nation Official (41-OPFOR-0031)

**CONDITIONS:** Given a detailed script, the role player will have clothing that resembles the allied nation to which he belongs (At a minimum, some form of unique clothing from the portrayed country should be worn.), some type of identification papers verifying his status, rank, name, unit, and clearance, and will speak with an accent close to that of the actual area of responsibility (AOR) that he represents. If appropriate, he should be accompanied by a security element from his country or an allied nation if the scenario is in a North Atlantic Treaty Organization (NATO) or United Nations (UN) atmosphere. The role player will be knowledgeable of the cultural, political and personal morals, beliefs and policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (United States [U.S.] CA player). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation. The role player should, per his government's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the joint operations area that the allied nations share. (NOTE: It is realistic for the role player to portray the member of an allied nation working in a NATO, coalition forces, or UN forces mission.)

**STANDARDS:** 1. The role player provides the unit with specific allied governmental information designed to allow interaction with allied agencies or military forces. The role player has the authority to coordinate allied military support in the way of personnel, equipment, facilities, and land and agrees to authorize or approve the conduct of military operations within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will allow the role player to express a willingness to discuss joint endeavors that address economic development, repair and building of public facilities, training and advice to local officials, and support for joint displaced civilian actions. The results of the interaction will be based solely upon the failure or success of the CA unit to properly prepare for the meeting with adequate knowledge of how the role player does business and what it takes to cooperate in the combined military environment. 2. The role player acts in accordance with (IAW) the cultural norms established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The national interests as known for the CA unit's war-traced AOR. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. The cultural norms of the unit's war-traced AOR.

**TASK:** Perform as a Member of the U.S. Defense Attaché Team (41-OPFOR-0032)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the United States (U.S.) Department of State (DOS) and defense policies, some type of identification papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Diplomatic Security Corps. The role player will be knowledgeable of the policies of the role being portrayed (role players and scriptwriters should check out the Web page of the DOS to find procedures and policies for defense attachés). The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart of the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies, HN or allied military forces, U.S. Government agencies, and any nongovernmental organizations (NGO) or international organizations (IO) operating in the theater. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the requested support. The role player also has the

authority to approve and assist in the coordination of the conduct of military operations within his regional and local area of control. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will follow along the premise that any action causes a normal reaction based upon DOS policies and procedures, protocol for U.S. diplomats and level of authority based upon his position in the Embassy. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. The personality must be consistent with the DOS's normal operating procedures, providing solid insight into the actual political conditions and business practices within that area. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the DOS as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform as a Government-in-Exile Ministry of Economics (41-OPFOR-0035)

**CONDITIONS:** Given a detailed script, the role player will keep with the cultural norm for the geographical region in the scenario, have some type of identification and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the United States (U.S.) Government or military with security from his own government if appropriate. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of specific local and regional commercial and economic concerns and be concerned about the impact of dislocated civilians and food supplies on the local economy. Additionally, he should possess a contact list of persons who support the exiled government and can be trusted to cooperate with the unit commander. The role player has a solid grasp of the current mission and his counterpart's role (economic and commerce team). The role player should, per his government's wishes and instructions, display a willingness to cooperate with the U.S. forces and support the U.S. presence in his homeland. Initial rapport has been established, and all parties are currently on a friendly basis.

**STANDARDS:** 1. The role player provides the unit with specific regional and governmental information designed to allow interaction with the exiled government. Information provided by the role player includes contacts in host nation (HN) agencies, nongovernmental organizations, international organizations operating in the HN and his government's activities that directly impact on the mission. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will address typical economic and commercial concerns for the government, requiring knowledge of the typical economic issues for emerging nations on the part of the CA team. The results of the interaction will be that a mutually agreeable outline is drafted for economic assistance in coordination with United States Agency for International Development. The outline addresses the current problems, future economic conditions and commercial partnerships, as well as food loan import and export agreements. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the government-in-exile as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and/or personal interests. d. International law. e. The cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as a Representative of Resistance Leadership (41-OPFOR-0036)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with the cultural norm for the geographical region in the scenario and some type of identification papers and travel papers verifying his routes of travel, clearance for travel, status, authority, rank, name, and security clearance level. He should be accompanied by a security element from the U.S. Government or

military with security from his own resistance forces or shadow government if appropriate. (His presence should be fully supported by the Embassy.) The role player will be knowledgeable of the policies and political realities of the role that he is portraying. He should have knowledge of local and regional problems. Additionally, he should know persons who support the resistance and can be trusted to cooperate with the unit commander as the mission progresses. The role player has a solid grasp of the current mission and his counterpart's role (U.S. Country Team or CA player). Initial rapport has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation. The role player should display a willingness to fully cooperate with the U.S. forces if doing so supports his own personal interests and possibly those of the government that he supports. He also supports the U.S. presence in his homeland.

**STANDARDS:** 1. The role player provides the unit with specific regional tactical and strategic intelligence designed to allow interaction with individuals who are sympathetic to the government. The role player has contacts in national agencies, military forces, and nongovernmental organizations or international organizations operating in the host nation. He provides information concerning his past, present, and future activities that directly impact on the mission to include policies and directives that will be broadcast to the populace. He has the authority to coordinate or negotiate support in the way of personnel, equipment, facilities, and land. The role player has the authority to approve and assist in the coordination of the conduct of military operations on behalf of the resistance within his regional or local area of control. These actions will be based upon an action and reaction or cause-and-effect process. The role player will specifically address issues regarding dislocated civilians, health issues in his region, environmental concerns, skills training for ex-resistance forces, crop damages and effects of natural disasters, economic aid to the resistance after hostilities, and demobilization of the resistance forces. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the shadow government as detailed in the scenario. b. The bureaucratic interests assigned by the scenario. c. The scripted personality or personal interests. d. International law. e. The cultural norms of the unit's war-traced area of responsibility.

**TASK:** Perform as a Dislocated Civilian (Displaced Person) (41-OPFOR-0039)

**CONDITIONS:** Given a detailed script, the role player will fill a role as a displaced person. A displaced person is a civilian who is involuntarily outside the national boundary of his country (stranded) in time of war; for example, foreign tourists, aid workers, foreign laborers. The role player will have clothing that is suitable and in keeping with the cultural norm for his country of origin or his company uniform and some type of identification papers verifying his status, name, and residence. If appropriate, he should be scared for his safety or accompanied by family members if a tourist. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the United States (U.S.) military mission. Initial rapport has been established but not necessarily on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to cause a diplomatic complaint. The role player should exhibit a great deal of concern toward cooperating with the U.S. forces and a paranoid feeling about the U.S. presence in the host nation. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures the role player moves onto and disrupts movement on main supply routes (MSRs) and interferes with tactical operations.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and the quality of his responses

concerning the enemy and the local situation. These actions will be based upon an action and reaction or cause-and-effect process. Scripting will be such that the role player will have information concerning some aspect of different tasks; for example, enemy movements, agricultural information from his home region, status of roads and bridges, availability of fuel and electricity, information on health issues and medical personnel in his region, dislocated civilians still traveling behind him, and environmental disasters. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures, the role player moves onto and disrupts movement on MSR's and interferes with tactical operations.

**TASK:** Perform as a Dislocated Civilian (Refugee) (41-OPFOR-0040)

**CONDITIONS:** Given a detailed script, the role player will fill a role as a refugee. A refugee is a civilian who has left home to seek safety because of real or imagined danger; for example, conflict among local farmers along the border, foreign nationals fleeing combat on the border, mountain people fleeing an earthquake or volcano eruption. The role player will have clothing and baggage that are suitable and in keeping with the cultural norms for his country of origin, some type of identification papers verifying his status, name, and country of residence. If appropriate, he should be scared for himself and his family's safety. He may have injuries that require immediate attention. The role player will be knowledgeable of the policies and political realities of the role that he is portraying. The role player has little or no grasp of the United States (U.S.) military mission. Initial rapport has been established but not necessarily on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation. The role player should display a very neutral attitude toward cooperating with the U.S. forces and an apathetic feeling about supporting the U.S. presence in his homeland.

**STANDARDS:** 1. The role player will cooperate because it serves his safety needs and ensures his well-being. If the role player is a forced evacuee then this cause-and-effect interaction will depend entirely upon the sensitivity of the U.S. commander and his ability to enlist the evacuee's cooperation in assisting U.S., coalition, and allied operations whenever and wherever possible. He is extremely helpful in providing information critical to the mission, if approached and asked in a friendly manner and not interrogated. The questions asked will determine the level of detail and the quality of his responses concerning the enemy and the local situation. Scripting will allow the role player to provide information in the following categories: enemy movements, movements of other dislocated civilians, crimes committed by others, health conditions observed, food and water availability, vehicles stranded by fuel or repair problems, and local police activities during the role player's movement. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. 4. The role player exhibits a strong desire to flee the area by any means possible and by the most direct route. Without positive control measures the role player moves onto and disrupts movement on main supply routes and interferes with tactical operations.

**TASK:** Perform as U.S. Government Official (41-OPFOR-0037)

**CONDITIONS:** Given a detailed script, the role player will have clothing that is suitable and in keeping with United States (U.S.) Government policies, some type of papers verifying his status, rank, name, unit, and clearance. If appropriate, he should be accompanied by a security element from the U.S. Government or U.S. military. The role player will be knowledgeable of the policies of the role being portrayed. The role player has a solid grasp of the current mission and his counterpart's role (U.S. CA player). The role player should, per the ambassador's wishes and instructions, display a willingness to fully cooperate with the U.S. forces and support the U.S. presence in the host nation (HN). Initial rapport

has been established, and all parties are currently on a friendly basis. A serious social or personal blunder on the part of the CA counterpart or the supported unit commander or staff will serve to severely strain any future relationships and cooperation.

**STANDARDS:** 1. The role player provides the unit with specific U.S. Government information designed to allow interaction with HN (local) or allied agencies. Role player has the authority to assist in the coordination or negotiations for support in the way of personnel, equipment, facilities, and land. The support may come from HN or allied government, NGOs, and IOs, depending on the scenario and the requested support. The role player has authority to approve and assist in the coordination of the conduct of military operations within his regional or local area of control. These actions will be based upon an action-reaction or cause-and-effect process. Scripting will allow the role player to request information on the current status of economic reviews, education reviews and public safety improvement projects, provide details of approved public facilities projects, coordinate for health assessments in areas deemed important by the U.S. Ambassador. 2. The role player acts in accordance with (IAW) the rules established for the scenario and identified in the area study provided by the unit's higher headquarters (HQ). 3. The role player behaves IAW the personality scripted and developed for him in support of the scenario and provided by the unit's higher HQ. This role player could portray someone from the Department of the Treasury, Federal Bureau of Investigation, Department of Defense or the intelligence community. 4. The role player will support a cause-and-effect interaction that does not conflict with: a. The interests of the U.S. Government as normally accepted for the CA unit's war-traced area of responsibility. b. The bureaucratic interests assigned by the scenario. c. The scripted personality and personal interests. d. International law. e. U.S. public opinion.

**TASK:** Perform an Air Attack (41-OPFOR-0001)

**CONDITIONS:** An opposing force (OPFOR) element is able to employ aircraft.

**STANDARDS:** 1. The OPFOR surprises the unit with an air attack. 2. The OPFOR prevents the unit from completing its assigned mission. 3. The OPFOR does not lose any aircraft to ground fire.

**TASK:** Conduct a Vehicular Ambush (41-OPFOR-0002)

**CONDITIONS:** An opposing force (OPFOR) element is positioned on the unit's route.

**STANDARDS:** 1. The OPFOR prevents the unit from meeting its specified time schedule. 2. The OPFOR forces the unit to deviate from its specified route. 3. The OPFOR prevents the unit from reaching its assigned destination. 4. The OPFOR surprises the main body. 5. The OPFOR destroys the unit's combat effectiveness. TRAINING NOTE: Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1, *Operational Terms and Graphics*) The evaluator must consider such factors as the status of fuel, ammunition, weapons systems, and personnel in assessing the combat effectiveness of a unit.

**TASK:** Perform Chemical Operations (41-OPFOR-0006)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR prevents detection and warning of planned chemical attacks. 2. The OPFOR surprises the unit and uses chemical agents.

**TASK:** Disrupt Sustainment Operations (41-OPFOR-0011)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the unit performing sustainment operations. 2. The OPFOR prevent the unit from rearming, refueling, and resupplying. 3. The OPFOR prevent the unit from eating and sleeping.

**TASK:** Conduct an Attack (41-OPFOR-0012)

**CONDITIONS:** The opposing force (OPFOR) is equipped with communications equipment, weapons, and transportation assets.

**STANDARDS:** 1. The OPFOR surprises the main body of the unit. 2. The OPFOR avoids being fixed (for example, they retain freedom of movement). 3. The OPFOR accomplishes the assigned task when they—  
a. Seize the assigned terrain. b. Penetrate the defense with at least 50 percent of their forces. c. Destroy the defending unit's combat effectiveness. d. Force the defending unit to withdraw. 4. The OPFOR retains combat effectiveness. TRAINING NOTE: Combat effectiveness is "the ability of a unit to perform its mission." (FM 101-5-1) The evaluator, in assessing the combat effectiveness of a unit, must consider such factors as the status of fuel, ammunition, weapons systems, and personnel.

## CHAPTER 6

### External Evaluation

#### 6-1. General

a. An external evaluation measures the demonstrated ability of individuals, leaders, and units against specified training standards that are oriented on their critical wartime mission. This chapter contains guidance on preparing and conducting evaluations of CA specialty teams. The CA specialty teams will be evaluated using the standards from selected T&EOs found in Chapter 5 of this MTP. This evaluation will encompass the entire team and should employ trained role players, a realistic OPFOR, and the use of Multiple Integrated Laser Engagement System (MILES). At the completion of the evaluation, the unit commander of the evaluated teams should be able to identify the strengths and weaknesses of those teams. These strengths and weaknesses will form the basis for future training and resource allocation.

b. The evaluations are usually planned, administered, and evaluated by the HQ two levels higher than the team being evaluated (i.e., the CA brigade HQ for a CA specialty team in the functional specialty company of a CA battalion). The evaluating CA commander creates the evaluation scenario based on the T&EOs, the unit's METL, an analysis of METT-TC, and other considerations, such as contingency plans. The commander determines evaluation instruments to be used and ensures the evaluation is supported by experienced, competent, and trained OC/Es, and role players who provide feedback to the evaluated unit during AARs.

c. A successful evaluation depends heavily upon proper planning, preparation, and coordination of all exercise requirements and documentation of all exercise events. Of particular importance is the creation of realistic civil situations within joint or multinational force operations that challenge the various specialty teams. Commanders may consider overlaying portions of the scenario on a local civilian community. Doing so, however, requires the consent of community leaders and facility managers and an assessment of the legal, ethical, and practical implications of actions taken during the exercise.

d. FM 25-101 provides the principles that guide assessment of units and unit training plans and supports the following discussion.

#### 6-2. Preparing the Evaluation

a. Standardize evaluation procedures. The commander must standardize evaluation procedures to accurately measure the unit's capabilities. The process used to prepare an evaluation is similar to preparing for any other mission and requires use of problem-solving techniques and the military decision-making process. When preparing an evaluation, the evaluating HQ must put the evaluation plan in writing.

b. Determine the tasks to be evaluated. The CA commander reviews the unit's METL and determines which tasks he wishes to evaluate. The selected tasks are listed in a task summary sheet such as the one in Figure 6-1, page 6-2. The task summary sheet will be used for recording the results of the evaluation.





c. Develop a scenario.

(1) The CA commander develops a scenario that will challenge the specialty teams and contains requirements to perform all evaluation tasks listed in the task summary sheet. A typical scenario, for example, might require the specialty teams to plan a mission, integrate with a supported unit or agency, conduct the mission, and conduct a battle handoff to follow-on CA elements. The scenario should be based on conditions and events the teams will most likely encounter in their primary AOR.

(2) Critical elements of the scenario include:

(a) A mission order in the form of a warning order, TASKORD or OPORD.

(b) An area study.

(c) Maps and overlays.

(d) Master Event Sequence List (MESL)

(e) Fragmentary Orders (FRAG orders) and message input to the MESL.

(f) Scripted personalities and activities of civilian and military role players that fit the scenario.

d. Develop an evaluation scenario event list. The commander lists the tasks in the order they would logically occur during a typical CA mission. He develops a timeline based on how long it should take the team to perform each task. The time line should include time periods for conducting in-progress reviews (IPRs) and AARs. Table 6-1, page 6-4, contains a sample evaluation scenario event list.

e. Develop OC/E information packets. These packets contain copies of the task summary sheet, the mission order, the area study, pertinent maps and overlays, the MESL, AAR worksheets, and any other information essential to the successful conduct of the evaluation.

### **6-3. Resource Requirements and Planning Considerations.**

a. Resource requirements. An external evaluation of CA specialty teams requires a variety of resources, including some that are not typically found in the Army inventory. The following list provides examples of resources required for a realistic, comprehensive evaluation of specialty teams. The evaluating HQ will prepare its own list based on the evaluation scenario and the commander's guidance.

(1) OC/Es.

(2) Civilian and military role players.

(3) Warning order/FRAG order/OPORD.

(4) Area study, maps, overlays, and message input to support the scenario.

(5) Field or urban location for civil-military operations center (CMOC).

(6) Civilian facilities and agencies of a local government and the private sector for assessment by each of the specialty teams; for example, city or county hall, public school system, electric power plant, public sewage facility, or commercial activities center.

(7) Tents, cots, handcarts, animals, and other props and structures to replicate a foreign population in distress.

ordnance. (8) Training ammunition, pyrotechnics, riot control agents, mines and unexploded

(9) MILES.

(10) Casualty cards.

(11) OPFOR players and controllers.

(12) Vehicles and communications equipment for OC/Es and role players.

**Table 6-1. Sample Evaluation Scenario**

<b>Event</b>	<b>Action</b>	<b>Duration</b>	<b>Day</b>
1	Alert the CA Specialty Team for a Mission	3 hours	1
2	Receive an OPORD	2 hours	1
3	Conduct Mission Planning	2 hours	1
4	Conduct Troop Leading Procedures	5 hours	1
5	Conduct IPR	1 hour	1
6	Deploy to Operational Area	1 hour	2
7	Link Up With Supported Unit	1 hour	2
8	Conduct Integration/Priorities of Work	3 hours	2
9	Conduct a Deliberate Assessment	6 hours	2
10	Conduct IPR	1 hour	2
11	Receive a FRAG Order	1 hour	3
12	Conduct Military Decision-Making Process	3 hours	3
13	Brief CA/CMO Courses of Action	1 hour	3
14	Transition to Follow-on Organization	1 hour	3
15	Conduct Transition Activities	3 hours	3
16	Conduct AAR	2 hours	3
17	End Exercise		
	Total Time	36 hours	

*NOTE: This sample scenario can be adjusted based on the time and resources available.*

b. Planning considerations. Preparing scenario-support products, training-support personnel, and coordinating use of facilities requires much time and planning. To ensure a successful evaluation, the CA commander should begin scheduling and coordinating resources early in the planning process. He must consider the following areas:

(1) Schedule training areas and facilities. Maximize the use of military facilities and field sites where possible. Use of civilian facilities will require an assessment of the legal, ethical, and practical implications of actions taken during the exercise and the consent of community leaders and facility managers to use the facilities.

(2) Prepare area study, warning order/FRAG order/OPORD, maps, overlays, and message input to support the scenario.

(3) Prepare a calendar of events and key milestones leading through the evaluation to the preparation of the AAR and into the final AAR.

(4) Determine a command and control structure for administrative support of the evaluation.

(5) Identify personnel and equipment support requirements and task or request, as appropriate, applicable agencies to provide the resources. Include personnel and units required to perform OC/E, role player, OPFOR, safety, and other functions as well as vehicle and communication support outside the capabilities of the evaluated unit.

(6) Requisition training aids, training materials, rations, fuel, ammunition, and other supplies.

(7) Coordinate unit movement and transportation requirements.

(8) Conduct a risk analysis. Identify special requirements and coordinate support.

(9) Notify the evaluated unit and the unit(s) providing support of the dates for the exercise. Coordinate with all units for evaluation and mission taskings and requests for relief from evaluation and mission taskings. Adjust the number of personnel and equipment tasked for the evaluation as necessary. The evaluated and supporting units should strive to meet normal mission requirements while undergoing evaluation.

(10) Schedule and conduct safety training.

(11) Schedule OC/E orientation and training sessions.

(12) Identify and schedule role player and OPFOR training.

**6-4. Selecting and Training Observer Controller/Evaluators.** An accurate and successful evaluation depends heavily on selecting individuals with the proper CA experience, training them in the duties and responsibilities of OC/Es, and supervising them during the evaluation.

a. The number of OC/Es required to properly evaluate the specialty teams depends on the complexity and nature of the evaluation scenario. In general, each distinct functional element of the teams should have a separate OC/E, especially during the operations phase when these elements pursue distinct and separate missions. If the scenario requires 24-hour operations, additional OC/Es may be required for continuous coverage.

b. OC/Es must know the unit's missions, organization, and equipment, and how the unit is employed. OC/Es should be experienced in the specialty they are evaluating and have successfully

performed in a CA position the same as, or similar, to the one they are evaluating. The senior OC/E should be at least equal in rank to the senior team leader being evaluated.

c. An OC/E fulfills the following functions during an evaluation:

- (1) Observes the evaluated unit during all critical events of the evaluation.
- (2) Controls the pace of the evaluation.
- (3) Ensures safety.
- (4) Extends the span of control of an evaluation.
- (5) Performs as an evaluator.

d. A training program for OC/Es should contain instruction on the following topics:

(1) Evaluation Design. OC/Es must thoroughly understand the purpose of the evaluation and how the evaluation is designed to measure the ability of individuals, leaders, and units to perform their critical wartime missions.

(2) General Scenario. This includes the contents of the area study, the mission order, the MESL, role player scripts, and the unit METL.

(3) Evaluation Control System. This system ensures the evaluation is administered in a consistent and standardized manner and correct data is collected for the final evaluation. It includes the following elements:

- (a) OC/E duties and responsibilities.
- (b) ROE.
- (c) Communication system.
- (d) Evaluation data collection plan.
- (e) Report format.

(4) Training and Evaluation Outlines. The OC/Es must understand the evaluated tasks and the standards required to execute the tasks successfully. These are found in the T&EOs in Chapter 2 of this MTP.

(5) MILES. If employing MILES, each OC/E, regardless of position, must have full knowledge of the unit's weapons and vehicles and must be thoroughly familiar with the MILES equipment being used. The unit commander is responsible for ensuring that all MILES equipment is functional before each part of the scenario.

(6) Safety. During any training event, all soldiers and leaders must be safety-conscious. OC/Es must ensure all events are conducted within established safety constraints. Prior to the beginning of each event, all personnel will be briefed on specific safety measures to be taken during execution.

(7) AAR procedures and techniques. The AAR is a professional discussion that provides feedback for all participants. It is a structured review process that allows the participants to discover for themselves what happened, why it happened, and how it can be done better. OC/E trainers should conduct a practical exercise to ensure all OC/Es use proper procedures and techniques during the AAR. FM 25-100 discusses how to properly conduct an AAR.

e. A valid training technique is to perform a table-top exercise of the entire evaluation with the OC/Es. The evaluation team “war-games” all items of the MESL in the order of execution. The trainers review the responsibilities of each OC/E and anticipate potential obstacles to a successful evaluation.

f. The senior OC/E supervises the OC/E team’s operation. He provides the team leadership and focuses his efforts on assuring evaluation personnel fulfill their responsibilities and adhere to the evaluation plan. He performs the following functions:

- (1) Resolves problems.
- (2) Synchronizes the efforts of team members.
- (3) Ensures close coordination among team members.
- (4) Holds periodic team coordination meetings.
- (5) Plans and orchestrates the unit AAR.
- (6) Conducts specific evaluation team AARs.

**6-5. Selecting and Training Role Players and Opposing Forces.** Role players and OPFOR provide one of the control measures that influence the conditions under which an evaluation is administered. The evaluation will be more effective when the role players and OPFOR are trained to a stated standard.

a. Selection. The role players and OPFOR for a CA specialty team evaluation should replicate the most likely U.S. and foreign national military and civilian personnel and threat force the team will encounter when operating in a specific area or in support of forces deployed in a foreign nation. The number of role players and OPFOR required for the evaluation depends on the scenario and guidance of the evaluating commander.

(1) Soldiers should be assigned as role players in sufficient number and comprising an appropriate male-female ratio. They should have the necessary equipment and props to provide realistic interaction between the CA specialty teams and the civilian populace, GOs and NGOs, and supported units. Role players must be knowledgeable, if not proficient, in the role they are portraying. If possible, actual government officials, NGOs representatives, public and private facility managers, and so on, should portray themselves at the government and nongovernmental agencies and civilian facilities being assessed by CA specialty team members.

(2) Any qualified Skill Level 1 or 2 soldier can be assigned to the OPFOR. The OPFOR should have sufficient strength, weapons, and equipment based on sound threat doctrine. Ideally, the OPFOR will comprise a small cohesive unit under the control of its leader or commander.

b. Role player training. Role players must receive thorough training and indoctrination in the following areas:

- (1) The evaluation scenario.
- (2) Cultural attributes of the nation in which the scenario is executed.
- (3) The political, economic, and social attributes of the nation in which the scenario is executed.
- (4) Their scripted role, to include the tasks and task standards for their role. Role player tasks for each specialty team task are found in the T&EOs of this MTP.

(5) ROE and safety.

c. OPFOR training. The OPFOR must receive thorough training and indoctrination in the following areas:

(1) The evaluation scenario.

(2) Cultural attributes of the nation in which the scenario is executed.

(3) Threat tactics realistic to the scenario; for example, sabotage or terrorist attacks in a probing or harassing action.

(4) Threat uniforms, weapons, and equipment, if available.

(5) OPFOR tasks and task standards for each mission. OPFOR tasks for each specialty team task are found in the T&EOs of this MTP.

(6) Installation and operation of the MILES devices.

(7) ROE and safety.

**6-6. Conducting the Evaluation.** Evaluations are divided into three distinct phases. Each phase requires a different degree of preparation and coordination.

a. Preevaluation phase.

(1) All OC/Es, under the supervision of the senior OC/E, conduct a reconnaissance of all training areas and facilities to be used during the evaluation. Where possible, they introduce themselves to the agency officials and facility representatives who will be performing role player functions at their respective agencies and facilities.

(2) The senior OC/E ensures all OC/Es have complete and accurate evaluation packets and all required equipment. The OC/Es make an equipment function check.

(3) The evaluated unit installs and troubleshoots MILES equipment, loads vehicles, conducts inspections, and performs other logistics and administrative actions as required.

(4) The OPFOR installs and troubleshoots MILES equipment, loads vehicles, conducts inspections, and performs other logistics and administrative actions as required.

b. Evaluation phase.

(1) The senior OC/E has overall responsibility for conducting the evaluation. He orchestrates the evaluation control system and synchronizes the support provided by the role players and OPFOR.

(2) OC/Es record observations, resolve all conflicts, make on-the-spot corrections, and ensure events occur according to the MESL. OC/Es remain neutral throughout the evaluation. Specifically, OC/Es—

(a) Observe all critical events. OC/Es must spot and record any action which might have an effect on later performance or mission outcome.

(b) Record team locations and routes traveled.

(c) Inform OPFOR controllers of the team's location, direction of travel, and intent to keep OPFOR actions IAW exercise sequence of events.

(d) Enforce ROE.

(e) Report when weapons are fired.

(f) Report MILES casualties.

(g) Enforce safety. All exercise participants and supporting personnel have a continuing responsibility to ensure every facet of the evaluation is conducted in a safe manner. OC/Es reinforce this by ensuring soldiers who observe unsafe actions take appropriate response measures and report the incident within their chain of command.

(h) Terminate events, as appropriate. An OC/E can terminate any part of an evaluation when the team has completed all requirements for an event or has become ineffective due to casualties suffered by combat action. The OC/E must record the reasons for the termination in the margin of the task summary sheets and report his action to the evaluation control HQ. At the conclusion of combat actions, OC/Es take the following actions:

- Inspect all MILES equipment, record "kill" codes, and reset equipment. Any damaged or inoperative MILES equipment should be replaced.

- Resolve all casualty data to determine the time, place, number, and cause of casualties. This information is reported to the recorder in the evaluation control HQ.

- Debrief the team to resolve questions.

- Contact the senior OC/E for guidance on follow-on actions for the team. Follow-on actions should be consistent with the scenario and evaluation objectives.

(i) Conduct IPRs and AARs.

c. Postevaluation phase. After the evaluation is terminated, the unit moves to an assembly area where the following activities take place:

(1) The evaluated unit accounts for all personnel and equipment and begins recovery operations according to unit SOP.

(2) OC/Es complete evaluator packets. The senior OC/E consolidates evaluation data and OC/E comments and prepares the final AAR.

(3) The senior OC/E conducts the final AAR.

(4) The senior OC/E submits a final report to the evaluating CA commander. The report should include copies of all evaluation materials and evaluator packets.

## **6-7. Recording External Evaluation Information.**

a. The senior OC/E has the overall responsibility for preparing the external evaluation. This evaluation is based on his own observations and input from subordinate OC/Es. Subordinate OC/Es use the task evaluation criteria (T&EO from Chapter 5 and task summary sheets, Figure 6-1, page 6-2) to determine overall proficiency in their particular areas. The senior OC/E compiles the external evaluation results as prescribed by the evaluating commander. Deviations from the task standard assessed by OC/Es may be addressed in the senior OC/E's final report.



b. The task summary sheet (Figure 6-1, page 6-2) is used to record evaluation data. The evaluation score is based on the team's performance of each mission-essential task and all other collective tasks contained in the overall evaluation plan. The OC/Es use the following steps to record the evaluation:

- (1) Identify the ARTEP, MTP, T&EOs (Chapter 5) that correspond to each of the evaluation plan tasks.
- (2) Use T&EO standards to evaluate the unit's performance of each task.
- (3) Record on the T&EO a "GO" for each performance measure performed to standard and a "NO-GO" for each one not performed to standard.
- (4) Use the "GO" "NO-GO" information recorded and the task standard on the T&EOs to record the unit's overall capability to perform the task.
- (5) Record the "GO" "NO-GO" ratings for each collective task. Then use the OC/Es' task summary sheet (Figure 6-1, page 6-2) to list these evaluated tasks.

c. The OC/Es may use other locally designed reports, as approved by the senior OC/E, to collect additional evaluation data. For example, a report may contain a synopsis of key actions taken or discussion points made by a specialty team during contact with civilian or military role players. This report assists the OC/E team in recording the information concerning the teams' abilities to perform their critical wartime mission IAW the established standards. The senior OC/E uses this information to assess the teams' overall final rating.

#### **6-8. Planning, Preparing, and Conducting After-Action Reviews.**

a. AARs are not critiques, but a professional discussion of training events. AARs expand the value of an evaluation by providing direct feedback to unit members shortly after the action takes place. Effective AARs involve participants in the diagnosis process and enable them to discover for themselves what happened during the evaluated activity and why. In this way participants identify strengths and shortcomings, reinforce learning, and seek better ways of doing things. This process is critical in ensuring CA specialty team members are proficient in performing their wartime critical tasks.

b. The senior OC/E is responsible for the AAR process. He initiates planning for the AAR during the exercise preparation phase by integrating AARs into the MESL. He trains OC/Es in the AAR process during OC/E training. Prior to the evaluation, he identifies potential AAR sites and the equipment and supplies needed to conduct the final AAR.

c. Preparing the AAR. AAR preparation involves five steps:

- (1) Review training orders and objectives. The training objectives are the focus of the discussion during the AAR. The warning order/FRAG order/OPORD at the beginning of the evaluation implement these objectives. The OC/Es should be familiar with the objectives so they can evaluate the tasks performed by the unit in a particular situation.
- (2) Observe the exercise. This step is an active process. The emphasis is on noting the actions that make the difference in the unit's success or failure. The OC/E should be present when the team receives its mission order and, at a minimum, during all subsequent critical mission activities. The OC/E should position himself to observe the performance of the task while maintaining a posture of non-interference. Examples of critical events include:

(a) Mission analysis, course of action development, and troop leading procedures.

(b) Road marches.

(c) Crossing a danger area.

(d) Conducting area assessments and meetings with officials of government agencies, NGOs, and civilian facilities.

(e) Responding to an NBC attack.

(3) Select the site and assemble the participants. After the exercise, the senior OC/E selects a site for the AAR and assembles the participants. The AAR site—

(a) Should be as free as possible from outside distractions.

(b) Should support use of the training aids, if needed.

(c) Should be close to the training area and allow all participants to see and hear the AAR leader.

(4) Debrief the OC/Es. The senior OC/E discusses the events of the exercise with the other OC/Es to gain a complete understanding of what happened. The senior OC/E also reviews the major events and places them in chronological sequence. He ranks them in terms of their relevance to the training objectives and their contribution to the outcome of the exercise.

d. Conducting the AAR. Once the AAR participants are assembled, the AAR begins. Conducting the AAR requires five steps:

(1) Organize the participants. When the senior OC/E assembles the participants, he groups them according to their position in the evaluated organization. He introduces the session with a statement of the purpose of the AAR and the ground rules and procedures to be followed.

(2) State the evaluation objectives. The senior OC/E makes a brief statement of the objectives of the evaluation. These are described as specifically as possible. He states any additional teaching points he intends to cover during the AAR. These should be limited to three or four key points in order to keep the AAR focused and prevent it from becoming excessively long.

(3) Lead the discussion. The senior OC/E guides the discussion of major events in sequential order. Each major event is discussed in detail to make teaching points about the unit's performance during the exercise. In an effective AAR, the senior OC/E—

(a) Avoids giving a critique or lecture.

(b) Asks leading questions to guide the discussion and ensures participants openly discuss important lessons.

(c) Has the unit members describe what happened in their own words. They discuss not only what happened but also how it happened and how it could have been done better. They do not offer self-serving excuses of inappropriate actions nor do they examine events that were not directly related to the major training objectives.

(d) Focuses the discussion so that important operational lessons learned are explicit and reinforce learning.

(e) Relates events to subsequent results.

(f) Encourages the participants to use diagrams to illustrate teaching points.

(4) Review the sequence of events associated with the hazards identified in the risk assessment made prior to the exercise. Ask the following questions:

- (a) Were effective controls put in place to avoid accidents?
- (b) Was training realism reduced through artificial control measures?
- (c) Were all participants aware of hazards down to the lowest level?
- (d) Did any hazard present itself that was not identified and what was done to overcome it?
- (e) Were there incidents of fratricide or near-fratricide and how can they be avoided in the future?

(5) Summarize key points. The senior OC/E briefly summarizes teaching points in terms of training objectives covered in the AAR. After the summary, he can have a private conversation with the evaluated senior specialty team leader regarding his strengths and weaknesses, and what he can do to improve his performance and that of his unit.

e. Upon completion of the AAR, the soldiers and leaders should have a better understanding of their individual and collective strengths and weaknesses. They become more proficient in their jobs and in performing their wartime critical tasks.

f. Reference Materials. Reference materials for conducting an AAR are TC 25-6, TC 25-20, and FM 25-101.

**GLOSSARY****Section I**  
**Abbreviations**

<b>AAR</b>	after-action review
<b>ADPE</b>	automated data processing equipment
<b>AMA</b>	arts, monuments, and archives
<b>AO</b>	area of operations; agent orange
<b>AOR</b>	area of responsibility
<b>ARTEP</b>	Army Training and Evaluation Program
<b>ASAT</b>	Automated Systems Approach to Training
<b>BCTP</b>	Battle Command Training Program
<b>BOS</b>	battlefield operating system
<b>C-2</b>	command and control
<b>CA</b>	Civil Affairs
<b>CACOM</b>	Civil Affairs Command
<b>CALL</b>	Center for Army Lessons Learned
<b>CARE</b>	Cooperation for Assistance and Relief Everywhere
<b>CASCOPE</b>	civil areas, structures, capabilities, organizations, people, and events
<b>CATS</b>	Combined Arms Training Strategy
<b>CENTCOM</b>	Central Command
<b>CINC</b>	commander in chief
<b>CMF</b>	career management field
<b>CMO</b>	civil-military operations
<b>CMOC</b>	civil-military operations center
<b>COA</b>	course of action
<b>COMSEC</b>	communications security
<b>CPX</b>	command post exercise
<b>CSS</b>	combat service support

<b>DC</b>	dislocated civilian; Dental Corps; discharge; direct current
<b>DOD</b>	Department of Defense
<b>DOS</b>	Department of State
<b>EUCOM</b>	European Command
<b>FC</b>	field circular
<b>FM</b>	field manual
<b>FN</b>	foreign nation
<b>FRAG order</b>	fragmentary order
<b>FTX</b>	field training exercise
<b>G-5</b>	Assistant Chief of Staff, Civil Affairs
<b>GO</b>	government organization
<b>GP</b>	group; general-purpose
<b>HHC</b>	headquarters and headquarters company
<b>HN</b>	host nation; nitrogen mustard
<b>HQ</b>	headquarters
<b>IAW</b>	in accordance with
<b>IO</b>	intelligence officer; international organizations; information operations
<b>IPR</b>	in-process review; in-progress review
<b>IR</b>	information requirement; infrared
<b>IRC</b>	International Red Cross
<b>JFCOM</b>	Joint Forces Command
<b>JP</b>	joint publication
<b>MESL</b>	Master Event Sequence List
<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>MILES</b>	Multiple Integrated Laser Engagement System
<b>MOE</b>	measures of effectiveness
<b>MOPP</b>	mission-oriented protective posture

<b>MOS</b>	military occupational specialty
<b>MSR</b>	main supply route
<b>MTP</b>	mission training plan
<b>MUTA</b>	multiple unit training assembly
<b>NATO</b>	North Atlantic Treaty Organization
<b>NBC</b>	nuclear, biological, and chemical
<b>NCO</b>	noncommissioned officer
<b>NCOIC</b>	noncommissioned officer in charge
<b>NGO</b>	nongovernmental organization
<b>OC</b>	observer controller
<b>OC/E</b>	observer controller/evaluator
<b>OFS</b>	officer foundation standards
<b>OIC</b>	officer in charge
<b>OMA</b>	Operations and Maintenance, Army
<b>OPFOR</b>	opposing force
<b>OPLAN</b>	operation plan
<b>OPORD</b>	operation order
<b>OPSEC</b>	operations security
<b>PACOM</b>	Pacific Command
<b>Pam</b>	pamphlet
<b>PAO</b>	public affairs officer; Personnel Affairs Officer
<b>PIR</b>	priority intelligence requirements
<b>POI</b>	program of instruction
<b>POLAD</b>	political advisor
<b>Props</b>	property
<b>PSYOP</b>	Psychological Operations
<b>RC</b>	Reserve Component
<b>ROE</b>	rules of engagement

<b>RPA</b>	Reserve Personnel, Army
<b>S-3</b>	operations and training officer; third heart sound
<b>S-5</b>	civil-military operations officer
<b>SIM Cell</b>	simulation cell
<b>SJA</b>	Staff Judge Advocate
<b>SO</b>	special operations
<b>SOFA</b>	status-of-forces agreement
<b>SOI</b>	signal operating instructions
<b>SOP</b>	standing operating procedure
<b>SOUTHCOM</b>	Southern Command
<b>ST</b>	student text
<b>STP</b>	soldier training publication
<b>STX</b>	situational training exercise
<b>TASKORD</b>	tasking order
<b>T&amp;EO</b>	training and evaluation outline
<b>TEWT</b>	tactical exercise without troops
<b>TRADOC</b>	United States Army Training and Doctrine Command
<b>UN</b>	United Nations
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>U.S.</b>	United States
<b>USACAPOC</b>	United States Army Civil Affairs and Psychological Operations Command
<b>USAID</b>	United States Agency for International Development
<b>USAJFKSWCS</b>	United States Army John F. Kennedy Special Warfare Center and School
<b>USAR</b>	United States Army Reserve
<b>USASOC</b>	United States Army Special Operations Command
<b>UXO</b>	unexploded ordnance

## **Section II**

### **Terms**

#### **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-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.

#### **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)

#### **psychological operations**

(1) Planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals. The purpose of psychological operations is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives. Also called PSYOP. (JP 1-02) (2) (DOD) Planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign government, organizations, groups, and individuals. The purpose of psychological operations is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives. Also called PSYOP. (3) (NATO) Planned psychological activities in peace and war directed to enemy, friendly, and neutral audiences in order to influence attitudes and behavior affecting the achievement of political and military objectives. They include strategic psychological activities, psychological consolidation activities, and battlefield psychological activities.

#### **risk management**

The process of examining and evaluating military and/or civilian operations to identify actions that could help commanders eliminate, reduce, or minimize risk while maximizing force protection. A successful risk management program incorporates a well planned and well-recorded risk assessment at all levels of command.

#### **special operations**

Operations conducted by specially organized, trained, and equipped military and paramilitary forces to achieve military, political, economic, or informational objectives by unconventional military means in hostile, denied, or politically sensitive areas. These operations are conducted across the full range of military operations, independently or in coordination with operations of conventional, non-special



operations forces. Political-military considerations frequently shape special operations, requiring clandestine, covert, or low visibility techniques and oversight at the national level. Special operations differ from conventional operations in degree of physical and political risk, operational techniques, mode of employment, independence from friendly support, and dependence on detailed operational intelligence and indigenous assets. Also called SO. (JP 1-02) Actions conducted by specially organized trained and equipped military and paramilitary forces to achieve military, political, economic, or psychological objectives by nonconventional military means in hostile, denied, or politically sensitive areas. They are conducted in peace, conflict, and war, independently or in coordination with operations of conventional forces. Politico-military considerations frequently shape special operations, requiring clandestine, covert, or low visibility techniques, and oversight at the national level. Special operations differ from conventional operations in degree of risk, operational techniques, mode of employment, independence from friendly support, and dependence on detailed operational intelligence and indigenous assets. (USCINCSOC)

## REFERENCES

### Required Publications

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

#### Army Regulations

AR 200-1 *Environmental Protection and Enhancement. 21 February 1997.*  
 AR 200-2 *Environmental Effects of Army Actions. 23 December 1988.*  
 AR 710-2 *Inventory Management Supply Policy Below the Wholesale Level. 31 October 1997.*

#### Department of Army Pamphlets

DA Pam 27-1 *Treaties Governing Land Warfare. 7 December 1956.*  
 DA Pam 710-2-1 *Using Unit Supply System (Manual Procedures). 31 December 1997.*

#### Department of Defense Publications

DODD 6050.16 *DOD Policy for Establishing and Implementing Environment Standard at Overseas Installations. 20 September 1991.*  
 DODD 5500.7-R *Joint Ethics Regulation, 3-200, 30 August 1993.*  
 DODI 4715.6 *Environment Compliance. 6 April 1996.*

#### Field Manuals

FM 3.0 *Operations. 14 June 2001.*  
 FM 27-10 *The Law of Land Warfare. 15 July 1976.*  
 FM 41-10 *Civil Affairs Operations. 14 February 2000.*  
 FM 90-41 *Multiservice TTP for Joint Task Force (JTF) Liaison Operations. 26 August 1998.*  
 FM 100-19 *Domestic Support Operations. 1 July 1993.*  
 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 3-57 *Joint Doctrine for Civil–Military Operations. 8 February 2001.*  
 JP 3-57.1 *Joint Doctrine for Civil Affairs.*

#### Other Product Types

FC 41-10-1 *Civil Affairs Civil Defense Specialty. 1 January 1987.*  
 FC 41-10-18 *Civil Affairs Civil Information Functions. 1 May 1986.*  
 UNHCR HB *United Nations High Commissioner for Refugees Handbook.*

### 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. 15 September 2000.*

*Mission Training Plan for Civil Affairs Headquarters and Headquarters Companies and Headquarters and Headquarters Detachments (Civil Affairs Battalion, Brigade, and Command).*

**Field Manuals**

FM 3-3	<i>Chemical and Biological Contamination Avoidance. 29 September 1994.</i>
FM 3-4	<i>NBC Protection. 21 February 1996.</i>
FM 3-5	<i>NBC Decontamination. 28 July 2000.</i>
FM 3-100.4	<i>Environmental Considerations in Military Operations. 15 June 2000.</i>
FM 4-02.17	<i>Preventive Medicine Services. 28 August 2000.</i>
FM 5-412	<i>Project Management. 13 June 1994.</i>
FM 5-415	<i>Firefighting Operations. 9 February 1999.</i>
FM 5-436	<i>Paving and Surfacing Operations. 28 April 2000.</i>
FM 5-484	<i>Multiservice Procedures for Well-Drilling Operations. 8 March 1994.</i>
FM 6-22.5	<i>Combat Stress. 23 June 2000.</i>
FM 8-10	<i>Health Service Support in a Theater of Operations. 1 March 1991.</i>
FM 8-10-1	<i>The Medical Company Tactics, Techniques, and Procedures. 29 December 1994.</i>
FM 8-10-6	<i>Medical Evacuation in a Theater of Operations, Tactics, Techniques, and Procedures. 14 April 2000.</i>
FM 8-10-18	<i>Veterinary Service Tactics, Techniques, and Procedures. 22 August 1997.</i>
FM 8-42	<i>Combat Health Support in Stability Operations and Support Operations. 27 October 1997.</i>
FM 8-43	<i>Combat Health Support for Army Special Operations Forces. 21 June 2000.</i>
FM 8-285	<i>Treatment of Chemical Agent Casualties and Conventional Military Chemical Injuries. 22 December 1995.</i>
FM 8-55	<i>Planning for Health Service Support. 9 September 1994.</i>
FM 9-15	<i>Explosive Ordnance Disposal Service and Unit Operations. 8 May 1996.</i>
FM 10-52	<i>Water Supply in Theaters of Operations. 11 July 1990.</i>
FM 19-15	<i>Civil Disturbances. 25 November 1985.</i>
FM 19-40	<i>Enemy Prisoners of War, Civilian Internees, and Detained Persons. 27 February 1976.</i>
FM 21-10	<i>Field Hygiene and Sanitation. 21 June 2000.</i>
FM 21-16	<i>Unexploded Ordnance (UXO) Procedures. 30 August 1994.</i>
FM 25-100	<i>Training the Force. 15 November 1988.</i>
FM 25-101	<i>Battle Focused Training. 30 September 1990.</i>
FM 55-30	<i>Army Motor Transport Units and Operations. 15 September 1999.</i>
FM 90-29	<i>Evacuation Operations. 17 October 1994.</i>
FM 100-10-2	<i>Contracting Support on the Battlefield. 4 August 1999.</i>
FM 100-23	<i>Peace Operations. 30 December 1994.</i>
FM 100-23-1	<i>Multiservice Procedures for Humanitarian Assistance Operations. 31 October 1994.</i>

**Soldier Training Publications**

STP 3-54B34-SM-TG	<i>Soldier's Manual, Chemical Operations Specialist, MOS 54B, Skill Levels 3/4 and Trainer's Guide. 26 January 1996.</i>
STP 21-24-SMCT	<i>Soldier's Manual of Common Tasks, Skill Levels 2/3/4. 1 October 1992.</i>

STP 41-38A1-SM *Soldier's Manual MOS 38A Civil Affairs Specialist Skill Level 1. 8 January 1996.*

STP 41-38A24-SM-TG *Soldier's Manual and Trainer's Guide MOS 38A Civil Affairs Specialist Skill Levels 2 through 4. 1 August 1996.*

STP 41-38II-OFS *Officer Foundation Standards II Civil Affairs (38) Company Grade Officer's Manual. 3 October 1995.*

### **Training Circulars**

TC 7-98-1 *Stability and Support Operations. Training Support Package. 5 June 1997.*

TC 25-6 *Force-on-Force Collective Training Using Tactical Engagement Simulation Training System. 3 October 1995.*

TC 25-20 *A Leader's Guide to After-Action Reviews. 30 September 1993.*

### **TRADOC Pamphlets**

TRADOC Pam 11-9 *Blueprint of the Battlefield. 27 April 1990.*

### **Other Product Types**

ST 41-10-2 *Labor Functions. 1 April 1983.*

ST 41-10-3 *Legal Functions. 1 January 1983.*

ST 41-10-4 *Public Administration. 1 January 1983.*

ST 41-10-5 *Public Education Functions. 1 April 1983.*

ST 41-10-6 *Public Finance. 1 December 1982.*

ST 41-10-7 *Public Health Functions. 1 February 1983.*

ST 41-10-10 *Civilian Supply Functions. 1 August 1987.*

ST 41-10-11 *Economics and Commerce. 1 May 1983.*

ST 41-10-12 *Food and Agricultural Functions.*

ST 41-10-13 *Property Control Functions.*

ST 41-10-14 *Public Communications. 1 December 1982.*

ST 41-10-15 *Public Transportation. 1 December 1982.*

ST 41-10-16 *Public Works and Utilities. 1 April 1984.*

ST 41-10-17 *Arts, Monuments, and Archives. 1 March 1983.*



**QUESTIONNAIRE****ARTEP MISSION TRAINING PLAN  
USER FEEDBACK**

MTP Number \_\_\_\_\_ Date \_\_\_\_\_

MTP Title \_\_\_\_\_

User feedback is an important link in the process of improving training publications. Because we value your comments and recommendations, we have designed a questionnaire that should simplify the feedback process for you. Please take a moment to complete this questionnaire; then, mail it to: Commander, USAJFKSWCS, ATTN: AOJK-DT-CA, Fort Bragg, NC 28310-5000.

**The following questions pertain to you.**

1. What is your position? \_\_\_\_\_

2. How long have you served in this position? \_\_\_\_\_

3. What is your component?

\_\_\_\_\_ AA

\_\_\_\_\_ RC

4. What is your unit?

\_\_\_\_\_ JFCOM

\_\_\_\_\_ EUCOM

\_\_\_\_\_ PACOM

\_\_\_\_\_ SOUTHCOM

\_\_\_\_\_ CENTCOM

\_\_\_\_\_ USACAPOC

Other (Identify). \_\_\_\_\_

5. How long have you served in this unit? \_\_\_\_\_

**The following questions are about the MTP in general.**

6. How do you believe this document has assisted training development and execution in your unit when compared to other training products?

a. Has made training worse.

b. Has made training better.

c. Has had no effect on training.

d. Other (Specify). \_\_\_\_\_

7. How easy is the document to use when compared to other training products?

a. More difficult.

b. Easier.

c. About the same.

d. Other (Specify). \_\_\_\_\_

8. What chapter of this MTP was the most useful? \_\_\_\_\_

the easiest to understand? \_\_\_\_\_

the least useful? \_\_\_\_\_

the most difficult to understand? \_\_\_\_\_

a. Chapter 1, Unit Training.

b. Chapter 2, Training Matrixes.

c. Chapter 3, Mission Outlines/Training Plans.

d. Chapter 4, Training Exercise.

e. Chapter 5, Training and Evaluation Outlines.

f. Chapter 6, External Evaluation.

g. Other (Specify). \_\_\_\_\_

**The following questions pertain to the training exercises (CPXs, FTXs, and STXs).**

9. The purpose of the exercise is to prepare the unit to accomplish its critical wartime mission. In your opinion, how well do the exercises accomplish their intended purpose?

a. They do not prepare the unit at all.

b. They help but only provide 20 percent or less of my unit's training requirements.

c. They help but only provide 21 to 50 percent or less of my unit's training requirements.

d. They help but only provide 51 to 80 percent or less of my unit's training requirements.

e. They help but only provide 81 percent of my unit's training requirements.

f. Other (Specify). \_\_\_\_\_

10. Do you recommend the addition or deletion of any exercise from this MTP? If so, explain.

\_\_\_\_\_

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11. What problem experienced with these exercises was the greatest? \_\_\_\_\_ second greatest? \_\_\_\_\_

- a. Have too many pages.
- b. Are hard to read and understand.
- c. Need more illustrations.
- d. Need more illustrations on how to set up the exercise.
- e. Need more information on leader training.
- f. Need more information on how to conduct the exercise.
- g. Need more information on support and resources.
- h. Need more information on normally attached elements.
- i. Do not interface well with other training products, such as drills.
- j. Other (Specify). \_\_\_\_\_

12. How many training exercises have you trained or participated in personally?

**The following questions apply to Chapters 5 and 6 of the MTP.**

13. What changes would you make to Chapter 5, Training and Evaluation Outlines?

- a. Leave it out altogether.
- b. Clarify how to use this chapter with the training exercises.
- c. Clarify how to use this chapter with test.
- d. Define standards in less detail.
- e. Define standards in more detail.
- f. Establish standards for those elements that are normally attached in wartime.
- g. Do not change; chapter is fine.
- h. Other (Specify). \_\_\_\_\_

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**ARTEP 41-701-60-MTP**  
**5 AUGUST 2002**

By Order of the Secretary of the Army:

Official:



JOEL B. HUDSON  
*Administrative Assistant to the  
Secretary of the Army*  
0220008

ERIC K. SHINSEKI  
*General, United States Army  
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