

## FM 3-10 Protection - New Doctrine for the US Army

**F**orce Protection has been a buzz word in the US Army for years but, Protection, as it is now called, has taken **on new meaning since the events of 9/11 and the Global War on Terror (GWOT)**. The term applies to many aspects of the Army from protection of bases, to vehicles and to soldiers.

For example, US Army bases in the continental United States used to be open to the public but, post 9/11, they are now surrounded by fences and barriers with access control gates and guards.

Vehicles which support GWOT are no longer thin skinned but up-armored to protect their crews from Improvised Explosive Devices (IEDs). And, soldiers wear ever improving Outer-Tactical-Vests (OTV) with body armor inserts to protect them against bullets.

Force Protection is a **state of mind for the US Army** both in garrison and during deployment.

Ft. Leavenworth, Kansas is the home of the Combined Arms Center (CAC) and one of its most important subdivisions, the Combined Arms Doctrine Directorate (CADD).

CADD is in the process of writing and updating a number of US Army Field Manuals (FM) with input from Lessons Learned (L2) in both Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF).

---

BY LCL KELLY CARRIGG, US LIAISON OFFICER TO CDEF

### FM 3-10, the Keystone Manual for Protection

FM 3-10 Protection is one of those manuals which is currently being written for the first time and awaiting final approval for publication<sup>1</sup>.

The purpose of this article is to provide an overview of the document and what it means for the US Army. FM 3-10 is the keystone manual for Protection, one of the six Warfighting Functions (WFF)<sup>2</sup> which have replaced

the former Battlefield Operating Systems (BOS).

The document provides more detail about Protection as discussed in FM 3-0, Operations, and it is compatible with joint, interagency and multi-national doctrine. Protection is defined as “the related tasks and systems that preserve the force so the commander can apply maximum combat power (FM 3-0). Preserving the force includes protecting personnel (combatant and noncombatant), physical assets, and

information of the United States and multi-national partners<sup>3</sup>”. Protection is one of many considerations for commanders conducting Full Spectrum Operations which include Offense, Defense, Stability and Civil Support and each operation will dictate how the 12 Protection Tasks and Systems will be integrated. These include: Air and Missile Defense, Personnel Recovery Operations, Information Protection, Fratricide Avoidance, Operational Area Security, Antiterrorism, Survivability, Force Health Protection, Chemical,

Biological, Radiological, and Nuclear (CBRN) Operations, Safety, Explosive Ordnance Disposal, and Operations Security. For example, commanders must pay particular attention to fratricide avoidance during Offensive operations when fratricide incidents are more likely to occur. However, during Stability operations, the commanders' focus shifts to protecting security forces (Survivability) which patrol through the local population.

The above diagram depicts the Protection WFF amidst the other five WFFs along with the 12 Protection Tasks and Systems. Threats and hazards are continually present during military operations and the Protection Cell must determine what assets to protect.

Another advent of the **Protection WFF are Protection Cells and Protection Working Groups** which exist at the Division, Corps and Army level commands. The cells focus on specified, implied and mission essential protection tasks, measure their effectiveness, and determine if they achieve the desired effect or meet the commander's intent. If not, the commander may assume risk or provide more support for a specific protection task. The working groups develop the critical asset list and defended asset list for the commander's approval. There is no protection cell

or working group at the Brigade Combat Team (BCT) level<sup>4</sup>, however, the BCT provides a liaison officer for the Division level Protection Working Group.

## Protection within Military Decision Making Process

The Military Decision Making Process (MDMP) is critical for commanders and their staffs in the operations process to analyze protection. During planning, commanders determine what they are going to protect and the Protection Working Group assembles a list of critical assets for mission success.

The Protection Cell conducts risk and vulnerability assessments with input from the G2 in order to determine the overall Critical Assets List (CAL).

This cell continually updates the list based upon changes to the mission and situation.

And, those assets which the commander decides to protect with available combat power then become a part of the Defended Asset List (DAL).

When commanders prepare for an operation, they ensure that their plan is revised, the Quick Reaction Force is

ready, and rehearsals are conducted. Once the Protection Cell perceives a threat to one of the critical or defended assets, it contacts the unit responsible for protection and the commander's plan is executed.

Assessment takes place throughout the operations process to determine the overall effectiveness of the plan. Likewise, commanders employ Composite Risk Management (CRM) in the MDMP to assess risk whenever there is a major change of events in the friendly situation, Rules of Engagement (ROE), or political, civil or environmental factors. "They can reassign resources based on risk assessments to the overall mission. The goal is to do this in a proactive manner, before potential failure, rather than react to an unplanned loss<sup>5</sup>."

CRM is also important because it provides a means of recognizing hazards in order to control risks during operations.

Hazards can vary but they are all negative to the mission because they can cause injury or death to personnel and damage or loss of equipment.

There are three types of hazards: hostile actions (i.e. IEDs or suicide bombings), non-hostile actions (i.e. vehicular accidents or equipment malfunction) and environmental conditions (i.e. weather and disease).

The Protection Cell and Protection Working Group use the sequential five step process of CRM in order to:

- 1) identify hazards,
- 2) assess hazards (probability and severity),
- 3) develop controls (establish the Critical and Defended Asset Lists) and make risk decisions,
- 4) implement controls (resource allocation for protection), and
- 5) supervise and evaluate (did the controls work?).



US ARMY

CRM provides a means for the staff and commander to carefully weigh the importance of various assets and how to leverage protection through combat power.

Protection plans must be integrated, networked and enduring or, in other words, the 12 Protection Systems and Tasks must be synchronized with the commander's Course of Action so that units effectively communicate and share a Common Operation Picture (COP); and, it is important to note that protection is not a finite function because operations can continue for a very long time as is the case with OIF and OEF.

## FM 3-10: Details about Protection Systems and Tasks

FM 3-10 provides greater detail with regards to the aforementioned Protection Systems and Tasks:

- 1) **Air and Missile Defense (AMD)** protects personnel and assets (i.e. military bases) from air or missile attacks. The Counterrocket, -artillery, and -mortar (C-RAM)<sup>6</sup> is an example of AMD which has received a great deal of publicity during OIF because of its use to thwart mortar attacks on Forward Operating Bases (FOBs). The C-RAM can destroy an incoming projectile before it reaches its intended target.
- 2) **Personnel Recovery** is the overarching term for operations to recover Isolated, Missing, Detained or Captured (IMDC) personnel who are in danger. A soldier is listed as IMDC if s/he is unaccounted for, is taken hostage or becomes a Prisoner of War (POW). All Army units must have procedures in place to conduct IMDC operations in order to report, locate, support, recover and reintegrate IMDC personnel.
- 3) **Information Protection** includes measures used to protect and defend friendly information and friendly information systems; it also prevents the enemy from exploiting them. There are three elements to Information Protection: Computer Network Defense (i.e. detect unauthorized network activity), Information Assurance (i.e. identification of users) and Electronic Protection (i.e. antijamming).
- 4) **Fratricide Avoidance** is the commander's responsibility and s/he must ensure that soldiers maintain Situational Awareness (SA) and can conduct accurate Target Identification to prevent the injury or death of friendly forces. Fratricide Avoidance becomes more complex in coalition operations when soldiers must be able to recognize multinational friendly forces. Appendix A to FM 3-10, provides an in-depth review of Combat Identification.
- 5) **Operational Area Security** refers to the protection of any critical assets in the area of operations to include base defense, protection of command and control nodes, area damage control, high-risk personnel security, response force operations, main supply route security, surveillance and incident management.
- 6) **Antiterrorism** includes defensive measures to reduce the vulnerability of personnel and property to terrorist attacks. The Protection Cell will assess the threat, assess vulnerabilities of assets and personnel, establish perimeter security, establish internal security, implement physical security measures and establish an incident response capability. The Force Protection Condition (FPCON) System outlines different levels of security to prevent terrorist attacks; the FPCON changes depending on the location and the level of threat. "Big Voice" is an example of a mass notification and warning system used on FOBs to facilitate information flow following an incident such as a mortar attack.
- 7) **Survivability** ensures the protection of personnel, weapons and supplies while deceiving the enemy by building a strong defense, moving frequently, using camouflage concealment and deception and, establishing good fighting positions. Hardening is another concept of survivability through which natural or man-made materials are used to protect personnel, equipment and facilities. The use of HESCO barriers and concrete walls are common hardening structures on FOBs to protect them from the impact of rockets or mortars. Engineers play a key role in Survivability.
- 8) **Force Health Protection** focuses on the medical threat (i.e. disease and non-battle injuries) during operations. Preventive Medicine Services includes the mandatory immunizations of soldiers before, during and after deployments to ensure the health of the force. Veterinary Services check food, ice and bottled water in theater to prevent possible contamination.
- 9) **CBRN Operations** serve to protect personnel and military bases from chemical, biological, radiological and nuclear incidents. Toxic industrial materials, which can cause mass casualties, are considered weapons of mass destruction. The Army focuses on counterproliferation (which includes elimination, active defense<sup>7</sup> and passive defense<sup>8</sup>) and consequence management operations<sup>9</sup>.
- 10) **Safety** is paramount at all times during operations and commanders use CRM to identify risks to soldiers. Unit safety officers ensure that commanders are aware of safety related issues and they also serve as members of the Protection Work Group.

Training, incorporating lessons learned and implementing controls during operations help reduce risks. Soldiers now employ Tactics, Techniques and Procedures (TTPs) for vehicle rollovers to protect the gunner and crew from serious injury or death.

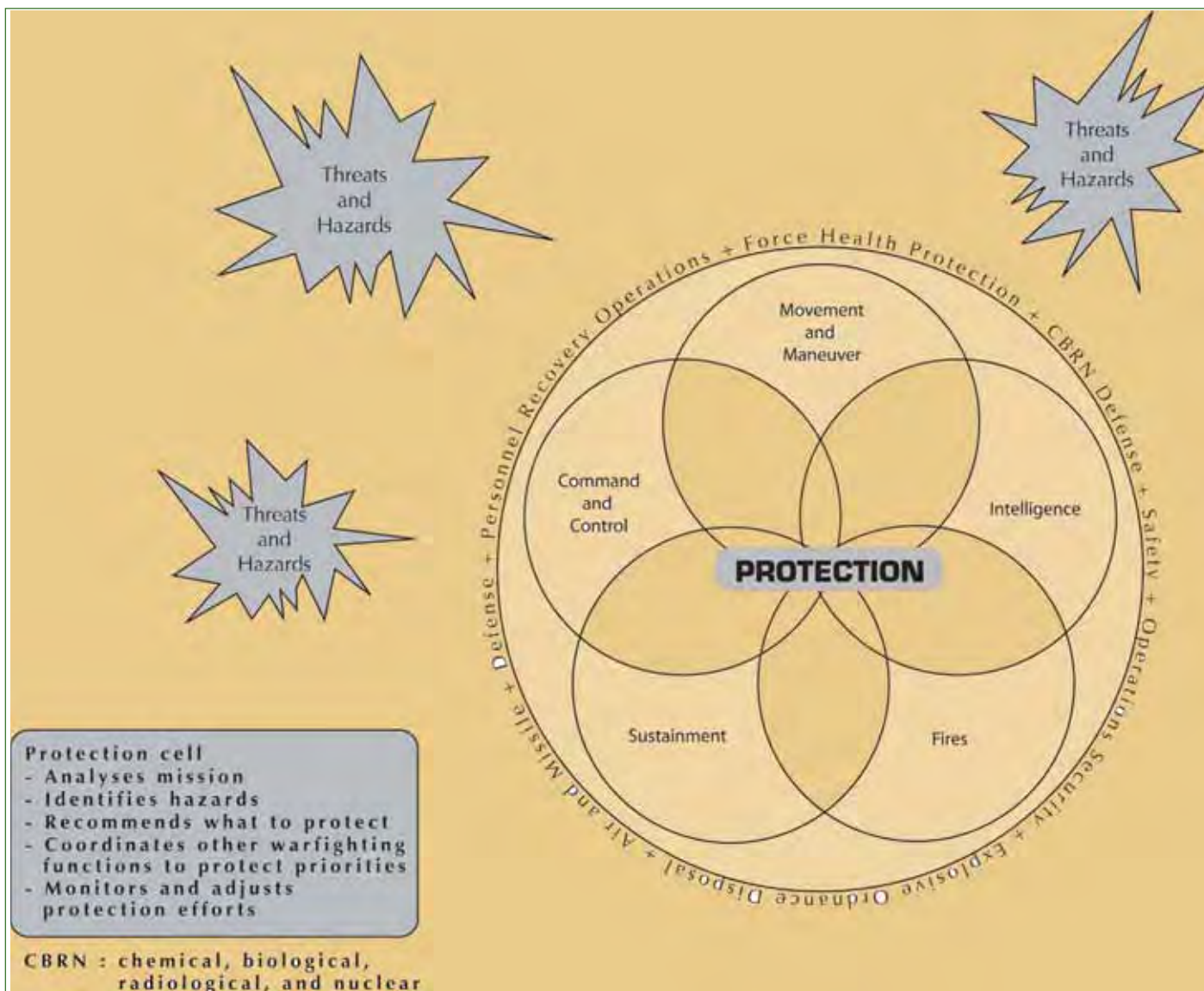
**11) Operations Security** is the process of identifying information and

friendly actions observed by enemy intelligence during operations that could eventually be used against friendly forces. Units employ operations security in their Standard Operating Procedures (SOP) in order to maintain secrecy.

**12) Explosive Ordnance Disposal (EOD)** reduces the effects of CBRN hazards in order to protect combat

power. EOD units called upon a regular basis in the GWOT to identify, render safe for recovery and dispose of explosive ordnance whether it is an IED, stuck round, unexploded ordnance found on deceased persons or captured enemy ammunition.

As stated earlier, **protection is a long term WFF** and the missions in OEF and OIF require enduring protection



for the Army. FM 3-10 dedicates a chapter to Protection in Force Projection Operations and it describes how protection is applied during all four phases of the deployment process:

- 1) Predeployment Activities,
- 2) Movement to Port of Embarkation,
- 3) Movement to Port of Debarkation,
- 4) Reception, Staging, Onward Movement and Integration (RSOI).

When traveling through commercial seaports, for example, protection of assets becomes very complex for Army units because multiple agencies are involved such as: the Surface Deployment and Distribution Command (SDDC), US Transportation Command (TRANSCOM), Military Sealift Command and US Forces Command (FORSCOM). Units will sometimes designate deploying soldiers, called “supercargoes,”<sup>10</sup> to board the transport ships in order to maintain and secure unit equipment until it arrives in theater.

Finally, RSOI, or “force closure,”<sup>11</sup> marks the end of the journey from home station to the theater of operations. It is a critical juncture where protection becomes paramount. In an immature theater, for example, where there is little infrastructure, the enemy can take advantage of incoming forces as they move forward into the area of operations.

*1 CADD estimates that FM 3-10 will be finalized in March 2008.*

*2 The Six Warfighting Functions are: Movement and Maneuver, Intelligence, Fires, Command and Control Sustainment and Protection.*

*3 FM 3-10, Protection, p. 1-1.*

*4 Protection is the responsibility of the Brigade Provost Marshal (FM 3-10, Protection, p. 1-6)*

*5 FM 3-10, Protection, p. 2-5.*

*6 C-RAM is now referred to as “Indirect Fire Protection.”*

*7 Destroy WMD and its delivery system.*

*8 Contamination avoidance, protection and decontamination.*

*9 Actions taken following a CBRN attack.*

*10 FM 3-10, Protection, p. 5-8.*

*11 Ibid.*

In conclusion, FM 3-10, Protection, is an all encompassing **document that addresses pertinent Protection WFF issues affecting Army units in all aspects of military operations.**

It is an **effective tool for commanders, staffs, soldiers and leaders**, that incorporates lessons learned from GWOT in order to maintain unit readiness in garrison and preserve combat power during deployment operations.