

## Army Personnel Recovery Powerpoint Presentation 149200

Documents the author's marriage to a fellow Iraq War veteran, describing the impact of his brain injury on their relationship, their shared efforts to overcome post-traumatic stress, and the lack of support for veterans.

From the Publisher: This latest edition of an official U.S. Government military history classic provides an authoritative historical survey of the organization and accomplishments of the United States Army. This scholarly yet readable book is designed to inculcate an awareness of our nation's military past and to demonstrate that the study of military history is an essential ingredient in leadership development. It is also an essential addition to any personal military history library.

Army Doctrine Reference Publication (ADRP) 3-0, Unified Land Operations, is the first ADRP released under Doctrine 2015. ADRP 3-0 expands on the foundations and tenets found in Army Doctrine Publication (ADP) 3-0. This ADRP expands on the doctrine of unified land operations found in ADP 3-0. The publication of ADP 3-0 shifted the Army's operational concept from full spectrum operations to unified land operations. The doctrine of unified land operations describes how the Army demonstrates its core competencies of combined arm maneuver and wide area security through decisive action. The term decisive action replaces the term full spectrum operations as the concept of continuous, simultaneous offense, defense, stability, or defense support of civil authorities. Defense support of civil authorities replaces civil support as a task under decisive action. ADRP 3-0 expands the discussion of the foundations and tenets of unified land operations, as well as the operational framework found in ADP 3-0. Additional changes in ADRP 3-0 from the now obsolete 2011 FM 3-0, Change 1, includes a discussion of the range of military operations replacing the spectrum of conflict as well as a discussion of information collection replacing intelligence, reconnaissance, and surveillance (known as ISR). These changes in ADRP 3-0 now better align Army doctrine with the joint discussion of the principles of joint operations. ADRP 3-0 remains generally consistent with the now obsolete 2011 FM 3-0, Change 1, on key topics while adopting updated terminology and concepts as necessary. These topics include the discussion of an operational environment and the operational and mission variables, as well as the discussions of unified action, law of land warfare, and combat power. As in the now obsolete 2011, FM 3-0, Change 1, mission command remains both a philosophy of command and a warfighting function. Finally, ADRP 3-0 maintains combined arms as the application of arms that multiplies Army forces' effectiveness in all operations. ADRP 3-0 contains four chapters: Chapter 1 shortens the discussion of the operational environment found on the now obsolete 2011 FM 3-0, Change 1, and emphasizes military operations. This chapter provides a framework of variables of an operational environment that shape their nature and affect outcomes. The chapter then discusses unified action and joint operations as well as land operations. Finally, this chapter discusses law of land warfare and combined arms. Chapter 2 introduces the Army's new operational concept of unified land operations. It discusses how commanders apply landpower as part of unified action to defeat the enemy on land and establish conditions that achieve the joint force commander's end state. Chapter 2 discusses how commanders demonstrate the Army's new core competencies of combined arms maneuver and wide area security conducted through decisive action. Chapter 3 discusses combat power and the warfighting functions used to generate combat power in support of unified land operations. As in the now obsolete 2011 FM 3-0, Change 1, chapter 3 discusses the eight elements of combat power that include the six warfighting functions with leadership and information. Lastly, it discusses how Army forces achieve combined arms through force tailoring, task organization, and mutual support. Chapter 4 discusses the elements of

operational art and the meaning of operational art to Army forces. It elaborates on commanders and staffs applying the elements of operational art to understand, visualize, and describe how to establish conditions to achieve a desired end state. It discusses how operational art represents a creative approach to dealing with the direction of military forces and expresses an informed vision across the levels of war. Based on exclusive interviews, the inside story of how America's emergency response system failed and how it remains dangerously broken. When Hurricane Katrina roared ashore on the morning of August 29, 2005, federal and state officials were not prepared for the devastation it would bring—despite all the drills, exercises, and warnings. In this troubling exposé of what went wrong, Christopher Cooper and Robert Block of The Wall Street Journal show that the flaws go much deeper than out-of-touch federal bureaucrats or overwhelmed local politicians. Drawing on exclusive interviews with federal, state, and local officials, Cooper and Block take readers inside the Federal Emergency Management Agency and the Department of Homeland Security to reveal the inexcusable mismanagement during Hurricane Katrina—the bad decisions that were made, the facts that were ignored, the individuals who saw that the system was broken but were unable to fix it. America's top emergency response officials had long known that a calamitous hurricane was likely to hit New Orleans, but that seems to have had little effect on planning or execution. Disaster demonstrates that the incompetent response to Hurricane Katrina is a wake-up call to all Americans, wherever they live, about how distressingly vulnerable we remain. Washington is ill equipped to handle large-scale emergencies, be they floods or fires, natural events or terrorist attacks, and Cooper and Block make a strong case for overhauling of the nation's emergency response system. This is a book that no American can afford to ignore.

This major revision to United States Army publication, Army Regulation AR 600-20 Army Command Policy July 2020, prescribes the policies and responsibilities of command, which include the Army Ready and Resilient Campaign Plan, military discipline and conduct, the Army Military Equal Opportunity (MEO) Program, the Army Harassment Prevention and Response Program, and the Army Sexual Harassment/Assault Response and Prevention (SHARP) Program. This regulation implements DoDI 1020.03, DoDI 1300.17, DoDI 1325.02, DoDI 1325.06; DoDI 1342.22; DoDI 5240.22, DoDI 5240.26, DoDI 5505.18; DoDI 6495.02; DoDI 6495.03, DoDD 1350.2, DoDD 6495.01, DoDD 5205.16 and DoDD 7050.06. Also, it prescribes the policy and responsibility of command, which include the Army Ready and Resilient Campaign Plan, military discipline and conduct, the Army Equal Opportunity Program, and the Army Sexual Harassment/Assault Response and Prevention Program. The 30-day advanced publication requirement has been waived because the revision implements previously published law, DoD directives and instructions, and Army directives that need to be consolidated and communicated to the field as soon as possible. This regulation applies to the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated. It also applies to all assigned, attached, or operationally controlled U.S. Army Corrections Command personnel, and all Army Corrections System prisoners incarcerated in Army Corrections System facilities. Chapters 6 and 7 and appendix E apply to members of the Army National Guard of the United States when on active duty Title 10 orders, for 30 days or more. In all other cases, members of the Army National Guard are governed by regulations issued by the Chief, National Guard Bureau consistent with Chief, National Guard Bureau's authorities under 32 USC 110, 10 USC 10503, and DoDD 5105.77. It also applies where stated to Department of the Army Civilians. Portions of this regulation that prescribe specific conduct are punitive, and violations of these provisions may subject offenders to nonjudicial or judicial action under the Uniform Code of Military Justice. The equal opportunity terms found in the glossary are applicable only to uniformed personnel. AR 690-600 and AR 690-12 contains similar terms that are applicable to Department of the Army Civilians.

The Army Combat Fitness Test is the means to validate a Soldier and unit's physical readiness training; it shows how effective this training is in preparing Soldiers for the combat tasks they have to perform. This publication supplements the Army's physical testing doctrine for the initial operation capability period, Fiscal Year 20, 01 October 2019 to 30 September 2020. The principal audience is leaders at all organizational levels.

Military personnel who have experience in Afghanistan, Iraq, or Vietnam, as well as senior leaders and military historians alike, will find this book by Dr. Chris Mason thought-provoking and useful. Dr. Mason examines indigenous personnel issues at the tactical, operational, and strategic levels of war and uses empirical data and exhaustive research to argue that all three wars were lost before the first shots were fired—not on the battlefield, but at the strategic level of war. The United States interpreted all three conflicts as insurgencies, Mason writes, when in fact all three were civil wars in which the United States took a side. Success was never possible from the outset, his provocative thesis argues, because none of the three countries were nations for which the majority of their citizens were willing to fight and die. Nation-building is a slow, evolutionary, internal process through which the political identity of the peoples within a country's borders matures over centuries... This manual, "Aircraft Recovery Operations," (FM 3-04.513) is the Army's doctrine for battlefield and garrison recovery operations. Emphasis is placed on modular force structure and the enhanced operational capability provided by Army aviation transformation. It builds on the collective knowledge and experience gained through recent operations, numerous exercises, and the deliberate process of informed reasoning. This publication is rooted in time-tested principles and fundamentals, while accommodating new technologies and evolving responses to the diverse threats to national security. Aircraft recovery missions include the assessment, repair, and retrieval, if possible, of aircraft forced down due to component malfunction, accident, or combat-related damage that prevents the continued safe flight or operation of the aircraft. The aircraft recovery mission is complete upon the return of all personnel and either: The return of the aircraft through self-recovery or dedicated recovery utilizing aerial or surface recovery methods and techniques, or The selective cannibalization and destruction or abandonment of the aircraft. Aircraft recovery is a pre-planned mission for all units with assigned or operational control of Army aircraft and may require extensive coordination with supporting units. Aircraft recovery is time sensitive to the tactical situation. Aircraft recovery and maintenance evacuations are closely related, however, maintenance evacuation is the physical act of moving an aircraft from one maintenance location to another.

A firsthand exploration of the extraordinary abilities and surprising, sometimes life-saving talents of “working dogs”—pups who can sniff out drugs, find explosives, even locate the dead—as told through the experiences of a journalist and her intrepid canine companion, which The New York Times calls “a fascinating, deeply reported journey into the...amazing things dogs can do with their noses.” There are thousands of working dogs all over the US and beyond with incredible abilities—they can find missing people, detect drugs and bombs, pinpoint unmarked graves of Civil War soldiers, or even find drowning victims more than two hundred feet below the surface of a lake. These abilities may seem magical or mysterious, but author Cat Warren shows the science, the rigorous training, and the skilled handling that underlie these creatures’ amazing abilities. Cat Warren is a university professor and journalist who had tried everything she could think of to harness her dog Solo’s boundless energy and enthusiasm...until a behavior coach suggested she try training him to be a “working dog.” What started out as a hobby soon became a calling, as Warren was introduced to the hidden universe of dogs who do this essential work and the handlers who train

them. Her dog Solo has a fine nose and knows how to use it, but he's only one of many astounding dogs in a varied field. Warren interviews cognitive psychologists, historians, medical examiners, epidemiologists, and forensic anthropologists, as well as the breeders, trainers, and handlers who work with and rely on these intelligent and adaptable animals daily. Along the way, Warren discovers story after story that prove the capabilities—as well as the very real limits—of working dogs and their human partners. Clear-eyed and unsentimental, Warren explains why our partnership with working dogs is woven into the fabric of society, and why we keep finding new uses for the wonderful noses of our four-legged friends.

This Handbook is designed to assist Army Commanders in taking proper immediate action when faced with a variety of legal issues that might arise during your command. The purpose of your actions should be to preserve the legal situation until you can consult with your servicing Judge Advocate. However, like most aspects of your command responsibilities, you can fail if you just wait for things to come to you. You need to be proactive in preventing problems before they occur. In the legal arena, this means establishing and enforcing high standards, ensuring your Soldiers are fully aware of those standards and properly trained to comply with them. You must also properly train your Soldiers on all Army policies and higher level command standards so that they also understand and comply with them. Soldiers must also be well-versed in the Army Values and be able to apply those values to real- world situations, which will usually keep them well within legal bounds. Topics include: THE TOP TEN SITUATIONS WHERE YOU SHOULD IMMEDIATELY CONSULT YOUR SERVICING JUDGE ADVOCATE MILITARY JUSTICE/CRIMINAL LAW Introduction to Military Criminal Law Misconduct: Options and Duties Of The Commander Unlawful Command Influence R.C.M. 303 Preliminary Inquiry Non-Judicial Punishment, Article 15, UCMJ Article 15 Script Search and Seizure Self-Incrimination, Confessions, and Rights Warning UCMJ Punitive Articles Urinalysis, Drug and Alcohol Policies Fraternization and Improper Senior-Subordinate Relationships Proper Responses to Reports of Sexual Assault Victim -Witness Issues INVESTIGATIONS Administrative Investigations/References Intro AR 15-6 Investigations Accident Investigations (AR 385-10) Line of Duty Investigations (AR 600-8-4) Fatal Training/Operational Accident Presentations to Next Of Kin (AR 600-34) Financial Liability Investigations (AR 735-5) STANDARDS OF ETHICAL CONDUCT Standards of Conduct Commanders Coins Support to Non-Federal Entities Government Motor Vehicle Transportation Family Readiness Groups Accompanying Spousal Travel Annual Filing of Financial Disclosure Forms ADMINISTRATIVE LAW AND PERSONNEL ACTIONS "Flagging" Soldiers from Positive Personnel Actions Enlisted Separations Officer Separations Bars To Reenlistment – Field Initiated Qualitative Service Program (QSP) Removal of Enlisted Soldiers From Promotion Lists Removal of Commissioned and Warrant Officers From Promotion Lists Security Clearances – Suspension and Revocation Sexual Harassment Domestic Violence Amendment to the Gun Control Act (Lautenberg Amendment) & FAP Article 138 Complaints Relief from Command INDIVIDUAL SOLDIER RIGHTS Body Piercing & Tattoo Policy Conscientious Objection Behavioral Health Evaluations Command Access to a Soldier's Protected Health Information (HIPAA) Extremist Organizations and Activities Political Activities by Members of The Armed Forces Whistleblower Protection Service Member's Civil Relief Act (SCRA) Religious Accommodation INTERNATIONAL & OPERATIONAL LAW Rules

of Engagement Law of Armed Conflict CLAIMS AND CLIENT SERVICES Article 139 Claims Foreign and Deployment Claims Family Support Obligations (AR 608-99) Debt and Consumer Protection GOVERNMENT INFORMATION PRACTICES Freedom of Information Act Program Privacy Act Program FISCAL LAW Fiscal Law for Commanders

As U.S. service members deploy for extended periods on a repeated basis, their ability to cope with the stress of deployment may be challenged. Many programs are available to encourage and support psychological resilience among service members and families. However, little is known about these programs' effectiveness. This report reviews resilience literature and programs to identify evidence-informed factors for promoting resilience.

Prior to the military conflicts in Iraq and Afghanistan, wars and conflicts have been characterized by such injuries as infectious diseases and catastrophic gunshot wounds. However, the signature injuries sustained by United States military personnel in these most recent conflicts are blast wounds and the psychiatric consequences to combat, particularly posttraumatic stress disorder (PTSD), which affects an estimated 13 to 20 percent of U.S. service members who have fought in Iraq or Afghanistan since 2001. PTSD is triggered by a specific traumatic event - including combat - which leads to symptoms such as persistent re-experiencing of the event; emotional numbing or avoidance of thoughts, feelings, conversations, or places associated with the trauma; and hyperarousal, such as exaggerated startle responses or difficulty concentrating. As the U.S. reduces its military involvement in the Middle East, the Departments of Defense (DoD) and Veterans Affairs (VA) anticipate that increasing numbers of returning veterans will need PTSD services. As a result, Congress asked the DoD, in consultation with the VA, to sponsor an IOM study to assess both departments' PTSD treatment programs and services. Treatment for Posttraumatic Stress Disorder in Military and Veteran Populations: Initial Assessment is the first of two mandated reports examines some of the available programs to prevent, diagnose, treat, and rehabilitate those who have PTSD and encourages further research that can help to improve PTSD care.

Already a classic of war reporting and now reissued as a Grove Press paperback, *Black Hawk Down* is Mark Bowden's brilliant account of the longest sustained firefight involving American troops since the Vietnam War. On October 3, 1993, about a hundred elite U.S. soldiers were dropped by helicopter into the teeming market in the heart of Mogadishu, Somalia. Their mission was to abduct two top lieutenants of a Somali warlord and return to base. It was supposed to take an hour. Instead, they found themselves pinned down through a long and terrible night fighting against thousands of heavily armed Somalis. The following morning, eighteen Americans were dead and more than seventy had been badly wounded. Drawing on interviews from both sides, army records, audiotapes, and videos (some of the material is still classified), Bowden's minute-by-minute narrative is one of the most exciting accounts of modern combat ever written—a riveting story that captures the heroism, courage, and brutality of battle. While COVID-19 is reshaping our lives, this must-read book for 2021 provides some of the answers to our most pressing global challenges. Unless the world is basically peaceful, we will never get the trust, cooperation and inclusiveness to solve these issues, yet what creates peace is poorly understood. Working on an aid program in one of the most violent places in the world, North East Kivu in the DR Congo, philanthropist and business leader Steve Killelea asked himself, 'What are the most peaceful nations?'

Unable to find an answer, he created the world's leading measure of peace, the Global Peace Index, which receives over 16 billion media impressions annually and has become the definitive go to index for heads of state. Steve Killelea then went on to establish world-renowned think tank, the Institute for Economics and Peace. Today its work is used by organisations such as the World Bank, United Nations and Organisation for Economic Co-operation and Development (OECD) and taught in thousands of university courses around the world. Peace in the Age of Chaos tells of Steve's personal journey to measure and understand peace. It explores the practical application of his work, which is gathering momentum at a rapid pace. In this time when we are faced with environmental, social and economic challenges, this book shows us a way forward where Positive Peace, described as creating the optimal environment for human potential to flourish, can lead to a paradigm shift in the ways societies can be managed, making them more resilient and better capable of adapting to their changing environments.

"Rand National Defense Research Institute."

Meant to aid State & local emergency managers in their efforts to develop & maintain a viable all-hazard emergency operations plan. This guide clarifies the preparedness, response, & short-term recovery planning elements that warrant inclusion in emergency operations plans. It offers the best judgment & recommendations on how to deal with the entire planning process -- from forming a planning team to writing the plan. Specific topics of discussion include: preliminary considerations, the planning process, emergency operations plan format, basic plan content, functional annex content, hazard-unique planning, & linking Federal & State operations.

The critical link between psychology and the military is important to recruiting, training, socializing, assigning, employing, deploying, motivating, rewarding, maintaining, managing, integrating, retaining, transitioning, supporting, counseling, and healing military members. These areas are hardly distinct, and the chapters in The Oxford Handbook of Military Psychology have contents that cross these boundaries. Collectively, the topics covered in this volume describe the myriad ways in which modern psychology influences warfare and vice versa. The extensive topics included come from within the areas of clinical, industrial/organizational, experimental, engineering, and social psychology. The contributors are top international experts in military psychology -- some uniformed soldiers, others academics and clinicians, and others civilian employees of the military or other government agencies. They address important areas in which the science and practice of psychology supports military personnel in their varied and complex missions. Among the topics addressed here are suitability for service, leadership, decision making, training, terrorism, socio-cultural competencies, diversity and cohesion, morale, quality-of-life, ethical challenges, and mental health and fitness. The focus is the ways in which psychology promotes the decisive human dimension of military effectiveness. Collectively, the 25 topical chapters of this handbook provide an overview of modern military psychology and its tremendous influence on the military and society as a whole.

This unclassified multiservice tactics, techniques, and procedures publication is designed to assist Service members in a survival situation regardless of geographic location. This publication provides Service members a quick reference, pocket-sized guide on basic survival, evasion, and recovery information. The target audience for this publication is any Service member requiring basic survival, evasion, and recovery information.

Problems stemming from the misuse and abuse of alcohol and other drugs are by no means a new phenomenon, although the face of the issues has changed in recent years. National trends indicate substantial increases in the abuse of prescription medications. These increases are particularly prominent within the military, a population that also continues to experience long-standing issues with alcohol abuse. The problem of substance abuse within the military has come under new scrutiny in the context of the two concurrent wars in which the United States has been engaged during the past decade--in Afghanistan (Operation Enduring Freedom) and Iraq (Operation Iraqi Freedom and Operation New Dawn). Increasing rates of alcohol and other drug misuse adversely affect military readiness, family readiness, and safety, thereby posing a significant public health problem for the Department of Defense (DoD). To better understand this problem, DoD requested that the Institute of Medicine (IOM) assess the adequacy of current protocols in place across DoD and the different branches of the military pertaining to the prevention, screening, diagnosis, and treatment of substance use disorders (SUDs). Substance Use Disorders in the U.S. Armed Forces reviews the IOM's task of assessing access to SUD care for service members, members of the National Guard and Reserves, and military dependents, as well as the education and credentialing of SUD care providers, and offers specific recommendations to DoD on where and how improvements in these areas could be made.

Field Manual (FM) 3-50.1 is the Army's doctrinal publication for personnel recovery. It presents doctrinal guidance and direction for Army personnel recovery operations and is the foundation for developing tactics and techniques, handbooks, and unit standard operating procedures. It provides operational direction for commanders, staffs, and trainers at all echelons, from company through theater army. This doctrine helps ensure all echelons of the Army organize, train, and equip to conduct personnel recovery and prevent isolation incidents. This FM supersedes and builds on the groundbreaking work of FM 3-50.1, Army Personnel Recovery, 10 August 2005, by articulating the importance of the commander in successful personnel recovery operations, enlarging its scope to include stability operations and defense support of civil authorities operations, and addressing unified land operations. This updated manual incorporates the doctrinal concepts in FM 1, The Army; ADP 3-0, Unified Land Operations; FM 3-07, Stability Operations; and FM 3-28, Civil Support Operations. Army personnel recovery doctrine is consistent with joint personnel recovery doctrine, applicable Department of Defense directives (DODDs) and instructions (DODIs), Chairman of the Joint Chiefs of Staff instructions and manuals, Army policy and regulation, and federal law. It is Department of Defense (DOD) policy, established in DODD 3002.01E, to preserve the lives and well-being of individuals who are in danger of becoming, or already are, beleaguered, besieged, captured, detained, interned, or otherwise missing or evading capture while participating in activities or missions sponsored by the United States. The target audience for FM 3-50.1 is Army commanders and staffs responsible for the planning, preparation, execution, and assessment of personnel recovery operations. This manual provides guidance for other Service commanders and staffs who command and work with Army forces. This manual is also a resource for United States government agencies and other unified action partners who seek to understand the role of the Army in safeguarding and recovering Soldiers.

This publication outlines the planning process as it relates to a Special Forces operational detachment-alpha (ODA) conducting deliberate planning for special operations. Planning is an essential task common to all aspects of Special Forces operations. Army Special Operations Forces provide our nation with unique, sophisticated, and tailored capabilities operating in ambiguous, high-risk environments around the world. It is critical that everything addressed during the planning phase is useful and functional. Once planned, the actions of the ODA at the tactical level often have effects at the operational or strategic level. Special Forces planning will take into consideration the full range of the lethal and nonlethal effects based on the combined capabilities of special operations forces available. This planning process supports the

United States Government and coalition partner nation objectives.

This work contains the proceedings of the Rocky Mountain Region Disaster Mental Health Institute's annual Disaster Mental Health Conference in Laramie, Wyoming, November 6-8, 2008.

This report examines how Joint Task Force-Haiti (JTF-Haiti) supported the humanitarian assistance and disaster relief efforts in Haiti. It focuses on how JTF-Haiti was organized, how it conducted Operation Unified Response, and how the U.S. Army supported that effort. The analysis includes a review of existing authorities and organizations and explains how JTF-Haiti fit into the U.S. whole-of-government approach and the international response.

This new compendium is the first volume in the Art of Tactics series, sponsored by the Department of Army Tactics, US Army Command and General Staff College. This collection examines various aspects of division-level operations, to include Fires, Wet Gap Crossings, and Consolidating Gains, as part of the Army's effort to refocus the force on large-scale combat against near peer and peer adversaries. In 1915, the Department of Military Art of the Army Service Schools at Fort Leavenworth, Kan., revised and published Studies in Minor Tactics. In the preface of this volume, Lt. Col. W. A. Holbrook, cavalry officer and senior instructor for the department, wrote: "It is believed this book will prove of great value to those officers seeking information as to the practical handling of small units in field operations, and of marked assistance to those preparing themselves for admission to The Army Service Schools." More than 100 years later, the Department of Army Tactics (DTAC) aspires to deliver a volume of similar value as our Army orients on large-scale combat operations. In this inaugural contemporary compendium, several DTAC faculty members—representing both active-duty and retired Army officers—have put their ideas on paper to reinforce our emerging Operations doctrine and continue the professional discourse required to stimulate and improve our profession of arms. The chapters in this volume are intentionally focused on large-scale combat operations at the division level. While there was no specific guidance to address any particular warfighting function, most of the work is oriented on mission command or movement and maneuver. There is a nod to fires and intelligence, as well as the broader areas of leadership and information within the elements of combat power. All chapters adhere to the aim of contributing to our body of knowledge and assisting the force. A project of this type does not just happen, and I am grateful to the authors who chose to put themselves out there and to the many peers and colleagues who critically reviewed their work. I also wish to thank Dennis S. Burket, the current Gen. George S. Patton Jr. Chair of Tactical Studies, for his exceptional dedication to the quality and production of what we intend to be an ongoing publication from DTAC.

This book, Space Capstone Publication Spacepower: Doctrine for Space Forces, is capstone doctrine for the United States Space Force and represents our Service's first articulation of an independent theory of spacepower. This publication answers why spacepower is vital for our Nation, how military spacepower is employed, who military space forces are, and what military space forces value. In short, this capstone document is the foundation of our professional body of knowledge as we forge an independent military Service committed to space operations. Like all doctrine, the SCP remains subject to the policies and strategies that govern its employment. Military spacepower has deterrent and coercive capacities - it provides independent options for National and Joint leadership but achieves its greatest potential when integrated with other forms of military power. As we grow spacepower theory and doctrine, we must do so in a way that fosters greater integration with the Air Force, Army, Navy, Marine Corps, and Coast Guard. It is only by achieving true integration and interdependence that we can hope to unlock spacepower's full potential.

Despite the efforts of both the U.S. Department of Defense and the Veterans Health Administration to enhance mental health services, many

service members are not regularly seeking needed care when they have mental health problems. Without appropriate treatment, these mental health problems can have wide-ranging and negative impacts on the quality of life and the social, emotional, and cognitive functioning of affected service members. The services have been actively engaged in developing policies, programs, and campaigns designed to reduce stigma and increase service members' help-seeking behavior. However, there has been no comprehensive assessment of these efforts' effectiveness and the extent to which they align with service members' needs or evidence-based practices. The goal of this research was to assess DoD's approach to stigma reduction, how well it is working and how it might be improved. To address these questions, RAND researchers used five complementary methods: (1) literature review, (2) a microsimulation modeling of costs, (3) interviews with program staff, (4) prospective policy analysis, and (5) an expert panel. The priorities outlined in this report identify ways in which program and policy development and research and evaluation can improve understanding of how best to efficiently and effectively provide needed treatment to service members with mental illness.

The platoon leader and platoon sergeant are two of the most important leaders in the U.S. Army. The way platoon leaders and sergeants work together as a team can cause the success or failure of companies, battalions, brigades, and divisions. They represent the leading edge of leadership on and off the battlefield. On the battlefield, platoon leaders and sergeants build their platoons, empower squad leaders, integrate outside elements, and use troop-leading procedures to plan and lead. Off the battlefield, platoon leaders and sergeants prepare their platoon for combat through tough training. The platoon leader and platoon sergeant's ability to coach, teach, and mentor their Soldiers leads directly to the readiness of our formations. World-wide, platoon leaders and sergeants are personally leading the U.S. Army at the lowest level. This handbook is a guide for new leaders to help prepare them for a critical crucible of leadership that will determine the U.S. Army's ability to fight and win our country's wars.

The U.S. military does not believe its soldiers, sailors, airmen, and marines should be engaged in combat with adversaries on a "level playing field." Our combat individuals enter engagements to win. To that end, the United States has used its technical prowess and industrial capability to develop decisive weapons that overmatch those of potential enemies. In its current engagement-what has been identified as an "era of persistent conflict"- the nation's most important weapon is the dismounted soldier operating in small units. Today's soldier must be prepared to contend with both regular and irregular adversaries. Results in Iraq and Afghanistan show that, while the U.S. soldier is a formidable fighter, the contemporary suite of equipment and support does not afford the same high degree of overmatch capability exhibited by large weapons platforms-yet it is the soldier who ultimately will play the decisive role in restoring stability. Making the Soldier Decisive on Future Battlefields establishes the technical requirements for overmatch capability for dismounted soldiers operating individually or in small units. It prescribes technological and organizational capabilities needed to make the dismounted soldier a decisive weapon in a changing, uncertain, and complex future environment and provides the Army with 15 recommendations on how to focus its efforts to enable the soldier and tactical small unit (TSU) to achieve overmatch.

Twenty years ago, the Persian Gulf War captured the attention of the world as the first test of the U.S. Army since the Vietnam War and the first large-scale armor engagement since World War II. Saddam Hussein's invasion of Kuwait and his subsequent ouster by the U.S.-led coalition are keys to understanding today's situation in the Middle East. The coalition partnerships cemented in that initial operation and in the regional peacekeeping operations that followed provided the basis for a growing series of multinational efforts that have characterized the post-"Cold War environment. Moreover, the growing interoperability of U.S. air, sea, and land forces coupled with the extensive employment

of more sophisticated weapons first showcased in Desert Storm have become the hallmark of American military operations and the standard that other nations strive to meet.

Tactical Combat Casualty Care (TCCC) has saved hundreds of lives during our nation's conflicts in Iraq and Afghanistan. Nearly 90 percent of combat fatalities occur before a casualty reaches a medical treatment facility. Therefore, the prehospital phase of care is needed to focus on reducing the number of combat deaths. However, few military physicians have had training in this area and, at the onset of hostilities, most combat medics, corpsmen, and pararescue personnel in the U.S. military have been trained to perform battlefield trauma care through civilian-based trauma courses. These courses are not designed for the prehospital combat environment and do not reflect current practices in the area of prehospital care. TCCC was created to train Soldiers and medical personnel on current best practices for medical treatment from the point of injury to evacuation to Role 3 facilities

This pamphlet, *The Soldier's Blue Book: The Guide for Initial Entry Training Soldiers* TRADOC Pamphlet 600-4 July 2016, is the guide for all Initial Entry Training (IET) Soldiers who enter our Army Profession. It provides an introduction to being a Soldier and Trusted Army Professional, certified in character, competence and commitment to the Army. Throughout the Blue Book, Soldiers will read and learn about Army ethics and our Values, Culture, History, Organizations, and Training they will receive. It provides assistance with pay issues, leave, Thrift Saving Plans, and organizations that will be available to assist the families. The Soldier's Blue Book is an inspectable item and will be carried at all times. This pamphlet applies to all active Army, United States Army Reserve, and the Army National Guard enlisted IET conducted at service schools, Army Training Centers, and other training activities under the control of Headquarters Training and Doctrine Command (TRADOC).

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Obesity and overweight pose significant challenges to the armed forces in the United States, affecting service members (including active duty, guard, and reserve components), veterans, retirees, and their families and communities. The consequences of obesity and overweight in the armed forces influence various aspects of its operations that are critical to national security. On May 7, 2018, the National Academies of Sciences, Engineering, and Medicine, held a workshop titled "Understanding and Overcoming the Challenge of Obesity and Overweight in the Armed Forces." Speakers examined how obesity and overweight are measured in the armed forces and how they affect recruitment, retention, resilience, and readiness; discussed service-specific issues related to these problems and highlighted innovative strategies to address them through improved nutrition, physical activity, and stress management; and offered perspectives from outside of the armed forces on approaches to prevent and treat obesity. They also discussed the challenges and opportunities related to overcoming the concerns posed by obesity and overweight in the armed forces, military families, and their communities, including potential cross-sector opportunities. This publication summarizes the presentations and discussions from the workshop.

DOD policy requires "[m]embers of the DoD Components comply with the law of war during all armed conflicts, however

such conflicts are characterized, and in all other military operations" (Department of Defense Directive [DODD] 2311.01E). This publication addresses topics that are also addressed in the DOD Law of War Manual. In the event of a conflict or discrepancy regarding the legal standards addressed in this publication and the DOD Law of War Manual, the latter takes precedence. In many cases, any apparent conflict or discrepancy may be due to this publication's efforts to provide guidance to Commanders by describing legal concepts more generally rather than exhaustively as found the DOD Law of War Manual. In certain instances, this publication will set out a current policy or practice for Army and Marine forces rather than a legal requirement.

This publication provides doctrine for the Army Health System (AHS) in support of the modular force. The AHS is the overarching concept of support for providing timely AHS support to the tactical commander. It discusses the current AHS force structure modernized under the Department of the Army (DA)-approved Medical Reengineering Initiative and the Modular Medical Force that is designed to support the brigade combat teams (BCTs) and echelons above brigade (EAB) units. As the Army's AHS doctrine statement, this publication identifies medical functions and procedures that are essential for operations covered in other Army Medical Department (AMEDD) proponent manuals. This publication depicts AHS operations from the point of injury, illness, or wounding through successive roles of care within the area of operations (AO) and evacuation to the continental United States (CONUS)-support base.

On Point is a study of Operation IRAQI FREEDOM (OIF) as soon after the fact as feasible. The Army leadership chartered this effort in a message to the major commands on 30 April 2003. In his guidance, Army Chief of Staff General Eric K. Shinseki directed "a quick, thorough review that looks at the US Army's performance, assesses the role it played in the joint and coalition team, and captures the strategic, operational, and tactical lessons that should be disseminated and applied in future fights." For those of us in the Operation IRAQI FREEDOM Study Group (OIF-SG), this translated into three separate products. A "quick look" lessons-learned briefing produced in July, less than 30 days after returning from the theater. On Point-this work-is the second product and was largely completed by mid-August 2003. Finally, the most significant product is the archive of 119,000 documents, some 2,300 interviews and 69,000 photos archived with the support and assistance of the Combined Arms Research Library at Fort Leavenworth, Kansas.

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