OPERATIONS OTHER THAN WAR

The US Army organizes, trains, and equips to fight and win the nation's wars. This remains its primary mission. The leadership, organization, equipment, discipline, and skills gained in training for war, however, are also of value to the nation in operations other than war (OOTW). These are military activities executed in the operational environments of peace and conflict. In support of OOTW, the Army conducts force projection operations unilaterally, as a member of an international force (UN or coalition), or in cooperation with the involved countries or parties.

CONTENTS

SECTION I. Operational Environments
SECTION II. The Tank Platoon in OOTW
SECTION III. Sample OOTW Situations

Section I. OPERATIONAL ENVIRONMENTS

By definition, military participation in OOTW occurs in the peace and conflict states of the operational environment (the third state is war). Figure E-1, page E-2, illustrates the range of military operations and activities that can take place in the three states of the operational environment, while the following paragraphs focus on the peace and conflict environments.

<table>
<thead>
<tr>
<th>STATES OF THE OPERATIONAL ENVIRONMENT</th>
<th>GOALS</th>
<th>MILITARY OPERATIONS</th>
<th>ACTIVITIES</th>
<th>PREVIOUS OPERATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>WAR</td>
<td>Fight and win</td>
<td>War</td>
<td>• Large-scale combat operations</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Attack</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Defend</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Desert Storm</td>
<td></td>
</tr>
<tr>
<td>CONFLICT</td>
<td>Deter war and</td>
<td>Other than war</td>
<td>• Peace</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Restore Hope</td>
<td></td>
</tr>
</tbody>
</table>
figure e-1. the range of military operations.

**peace**

Peace is characterized by the lack of active armed conflict between opposing groups. In this environment, nations or groups employ a variety of activities to achieve their policy objectives; these include political, economic, and informational measures and military actions short of offensive combat operations.

US forces may conduct military actions to demonstrate national resolve and support for civilian authorities. Examples include providing security assistance to allies and conducting training exercises and demonstrations as a show of force. In addition, specially trained and equipped US forces may perform nonmilitary functions, such as disaster relief, nation-building activities, and humanitarian assistance.

Confrontations and tensions may escalate during peacetime to reach a point of transition into a state of conflict. For example, such an escalation could occur when organized insurgent or belligerent forces use violence to disrupt civil support or security assistance operations.

**conflict**
Conflict is characterized by limited combat operations, tempered by ROE and executed to secure specific objectives. Examples of conflict situations include, but are not restricted to, armed clashes involving territorial disputes; military actions to gain control of political leadership within a nation; and armed clashes between nations or between organized parties within a nation to achieve economic, political, or military objectives.

Conflicts are usually confined to a specific geographic area and often are limited in the weaponry and amount of violence involved. In this environment, US forces may respond to a threat directly, or they may act as part of a UN or coalition force. At platoon level, involvement in a conflict situation closely resembles a conventional war environment. Conflict approaches the environment of war with the escalation over time of the number of nations and/or troops involved, the frequency of battles, and the amount of violence.

Section II. THE TANK PLATOON IN OOTW

The tank platoon has unique capabilities that make it an important asset to US and combined forces executing missions in support of OOTW. Task organized to an armor or mechanized company team, a cavalry troop, or a light infantry company or battalion, the platoon may be called upon to support a wide range of operations in various political and geographical environments. Examples of these operations are included in Section III of this chapter.

Because of the relatively large slice of resources necessary to deploy, operate, and sustain armored forces, tank platoons are usually used to execute OOTW activities that take maximum advantage of their inherent capabilities of firepower, maneuver, shock effect, and survivability. They execute move, attack, and defend missions during OOTW using procedures similar to those described throughout this manual.

On the other hand, the factors of METT-T and the operational considerations prevalent in OOTW may modify the conditions for successful mission accomplishment. This means the tank platoon occasionally may be assigned operations that are normally handled by specially trained and equipped elements. For example, the platoon could be tasked for crowd and riot control if a shortage of military police exists.

Several problems arise when armored forces are used in this type of role. To perform with complete effectiveness and efficiency, armor crewmen should receive special equipment and training before executing such operations. In addition, dismounted missions effectively negate the tank platoon's inherent advantages (lethality, mobility, and survivability).

Disciplined, well-trained, combat-ready leaders and crewmen can adapt to the specialized demands of OOTW. To achieve this degree of readiness, however, the platoon must be thoroughly trained before deployment on such factors as the operational environment, the ROE, force protection, and individual soldier responsibilities. A discussion of these operational considerations begins on this page. The training must be updated continuously after deployment.
Flexibility and situational awareness are paramount requirements, especially for platoon leaders. The platoon's role and/or objectives in OOTW situations will not always be clear. The platoon leader will sometimes be called upon to make on-the-spot decisions that could have an immediate, dramatic effect on the strategic or operational situation. In this uniquely tense setting, leaders who disregard the will of belligerent parties and the lethality of these groups' weapons compromise the success of their mission and risk the lives of their soldiers.

OPERATIONAL CONSIDERATIONS

NOTE: The term "environment" in the following discussion is not equivalent to the states of the operational environment (peace, conflict, war) examined earlier in this appendix. As an operational consideration in OOTW, the environment refers to the cultural, political, and military context in which these operations take place, as well as to the terrain and weather of the area of operations.

Environment

OOTW can take place in any part of the world. To deal effectively with the diverse situations they may face, US forces must undergo orientation training on the complex conditions and factors at work in a specific region. Each soldier must understand the political and economic situation, as well as the cultures, climates, and terrain of the region. He should understand the military situation, especially the doctrine, tactics, and equipment that are employed by belligerent, guerrilla, and terrorist forces. Orientation training should also clarify the following environmental conditions: the tempo of operations, local news media, the US role in the operation, and requirements for peacekeeping and/or peace enforcement activities.

Tempo. Although extreme tension may underlie OOTW, the tempo of operations is generally slow. Nonetheless, the speed of military action can vary widely, from fast, violent tactical movement by a reaction force for the purpose of relieving encircled friendly forces to the deliberate occupation of stationary defensive positions to provide overwatch at traffic control points. Throughout OOTW, the enemy can be expected to execute both overt and covert operations to test friendly reaction times and security procedures. Units that are predictable or that lack sound OPSEC leave themselves susceptible to attack. For the tank platoon involved in OOTW, the key to a secure environment is not only to maintain the highest possible level of OPSEC, but also to vary the techniques by which security procedures are executed.

Media. Soldiers must understand the implications of media coverage of OOTW. They must be briefed on how to interact with the local media and on any information restrictions imposed on the media. Soldiers must realize that their actions are subject to worldwide scrutiny and that actions that run counter to official US policy may damage the nation's interests and international standing.
The US role in OOTW. Soldiers should be aware of the role US forces will play in the overall mission; this is especially vital when Americans are part of a combined force that requires constant interaction and coordination with the soldiers of foreign nations. In all cases, the commander's intent and his projected end state should be simplified and presented in a way that gives soldiers the guidance they need to accomplish the mission.

Peacekeeping versus peace enforcement. OOTW training should also focus on the distinction between peacekeeping and peace enforcement. Peacekeeping is a highly visible activity; protection of armored forces is all the more difficult because they cannot use cover and concealment in all situations. Peace enforcement operations are more likely to involve the use of force, cover and concealment, and the tactical considerations of OPSEC. Leaders at every level must understand the role of US forces based on the commander's intent. If this role is not clear, they must seek clarification.

Rules of Engagement

ROE are restrictions on military operations imposed by higher military authorities based on the political and tactical situations. As an example, ROE could restrict the weapons or equipment friendly forces can use to defuse a situation, deter aggression, or execute a mission. In another instance, these restrictions might require that the forces involved restrain their use of firepower while operating in certain geographical areas.

ROE must be considered during the planning and execution of all operations; leaders may have to adjust their TTP based on each particular situation's ROE. Understanding, adjusting for, and properly executing ROE are especially important to success in OOTW. The restrictions may change whenever the political or military situation changes; this means ROE updates must be provided to soldiers continuously. Each soldier must understand the ROE and be prepared to execute them properly in every possible confrontation. This allows the soldier to work more effectively toward the overall end state for the operation.

ROE violations have operational, strategic, and political consequences. The enemy will exploit ROE and the limitations they impose on friendly forces. Leaders must be prepared to repulse any attempt to take advantage of these restrictions, but they must not violate the ROE in the process.

Force Protection

As with any operation, force protection is a primary goal for every leader involved in OOTW. Mission accomplishment with minimum losses of personnel, equipment, and supplies is the standard. Risk assessment should focus on an evaluation of enemy elements, belligerent forces, and civilians and of terrain and weather considerations.

OPSEC, tempered by restrictions in the ROE, assists the platoon leader in accomplishing his force protection goals. It should encompass the full range of antiterrorist activities for
every soldier and leader. Examples include proper RTP and strict noise and light
discipline, as well as effective use of cover and concealment, obstacles, OPs and early
warning devices, the protection afforded by armor vehicles, and safe locations for eating
and resting.

A final consideration in force protection is hygiene. Many OOTW missions take place in
underdeveloped nations; proper field sanitation and personal hygiene are mandatory if
soldiers are to stay healthy.

**Soldier Responsibilities**

As noted, the professionalism and discipline instilled in a well-trained, well-informed,
effectively led soldier are critical to the safe accomplishment of the OOTW mission.
During OOTW, the soldier is on display 24 hours a day. Whether he is interacting with
civilians, assisting in negotiations with belligerent forces, or fighting hostile troops, his
actions are subject to immediate, worldwide media coverage. As a result, his personal
conduct has a significant impact on the opinions, and thus the support, of the local
population. Soldiers must understand that misconduct by US forces can damage rapport
that the nation seeks to establish with other nations and groups. They must treat local
civilians and military personnel as personal and professional equals, affording them the
appropriate customs and courtesies.

Every soldier must be updated continuously on changes to operational considerations
(environment, ROE, and force protection). Such changes can have immediate impact on
his freedom to react to a given situation. Keeping the soldier informed of changes to the
environment and ROE enhances his situational awareness and his ability to adapt to
changing conditions. Leaders must disseminate this information quickly and accurately.

Soldiers must also understand their role in intelligence-gathering. This continuous
process involves many sources, including friendly forces, enemy SPOTREPs, and the
local populace. From the friendly standpoint, each soldier must be familiar with local
intelligence requirements. At the same time, he must realize that belligerents can easily
blend into the civilian population in their constant pursuit of intelligence on US actions.
Because of this, soldiers must consciously use OPSEC procedures at all times.

The role of leaders is especially critical in OOTW because they must be prepared to make
immediate decisions in response to confrontations, often under confusing conditions.
When a leader is unclear on what to do, he should immediately report the situation to
higher headquarters. If guidance from headquarters seems vague or incorrect, he should
restate the situation and request further instructions to ensure he has not made errors in
reporting. If lack of time or poor communications prevent him from obtaining higher
guidance, the leader on the ground must make the decision using common sense and his
knowledge of OOTW operational considerations (environment, ROE, force protection).
His most important consideration is to avoid any action that could cause an international
incident. At the same time, however, leaders and soldiers retain the right of self-defense
under all conditions.
To emphasize soldier responsibilities, leaders conduct PCIs that focus on each soldier's knowledge of the environment and application of the ROE. PCIs should also identify possible OPSEC violations and deficiencies that could place the soldier and his equipment at risk. Leaders should stress that terrorists and thieves may attempt to infiltrate positions or mount tanks either to steal equipment and supplies or to cause harm to US forces or facilities.

Section III. SAMPLE OOTW SITUATIONS

The following paragraphs and accompanying figures examine several situations the tank platoon may face during OOTW. The list is not all-inclusive; an assessment of METT-T factors and operational considerations (environment, ROE, force protection, and soldier responsibilities) in the area of operations may identify additional mission requirements.

The platoon leader must keep in mind that the relatively simple situations illustrated here cannot adequately portray the ever-changing, often confusing conditions of OOTW. As noted, flexibility is a key to success (and survival) under such conditions. To the extent possible, the platoon leader should attempt to shape the role or mission to match the platoon's unique characteristics and capabilities. (NOTE: Appendix B covers information that may be especially critical during OOTW in helping the platoon to maintain coordination and synchronization with dismounted forces.)

SITUATION A

The platoon establishes a BP or conducts a relief in place at a platoon BP as part of a company team perimeter or strongpoint defense (the circled "A" in Figure E-2). See Chapter 4 for detailed information on defensive operations. Dismounted infantry may or may not be integrated with the tank platoon. Coordination with dismounted patrols and OPs outside the perimeter is critical for situational awareness. Signs, in the local language, should be posted as necessary within the engagement area to identify movement restrictions on the local populace.

SITUATION B

As the company team or task force reserve (sometimes referred to as the reaction force), the platoon occupies an assembly area or sets up a perimeter defense (the circled "B" in Figure E-2). Potential missions include linkup with and relief of encircled friendly forces (the circled "B1"); linkup and movement to secure an objective in an operation to rescue a downed helicopter or stranded vehicle (the circled "B2"); and tactical movement to destroy enemy forces attacking a convoy (the circled "B3"). In all three scenarios, the platoon conducts tactical movement and actions on contact. Tasks such as linkup, support by fire, attack by fire, assault, hasty attack, and consolidation and reorganization are also critical to the reaction force/reserve mission. For more information on these operations, refer to Chapters 3 and 5.
**SITUATION C**

The platoon (or section) overwatches an infantry or MP traffic control point (the circled "C" in Figure E-3). In turn, the overwatch element must ensure its own local security; it usually does this by coordinating with dismounted infantry for OPs and dismounted patrols. Overwatch is covered in Chapter 3, occupation of a defensive position in Chapter 4.

**SITUATION D**

The platoon (supported by infantry) occupies a perimeter defense to protect traffic and facilitate movement through a choke point along the MSR (the circled "D" in Figure E-3). Infantry is integrated into the perimeter defense to augment the tank platoon's firepower and to provide early warning and OPSEC for the defense by means of dismounted patrols and OPs. For detailed information on defensive operations, see Chapter 4.

**SITUATION E**
( "E" in Figure E-3). It coordinates with dismounted infantry for local security (OPs and dismounted patrols). Positions are improved using procedures for deliberate occupation of a BP (see Chapter 4).

SITUATION F

The tank platoon conducts convoy escort duties (the circled "F" in Figure E-3) using procedures covered in Chapter 5.

SITUATION G

"G" in Figure E-3). Based on METT-T factors, the platoon may use tactical movement techniques to provide overwatch for the proofing vehicle, which can be a tank (equipped with a mine roller, if available) or an engineer vehicle. If mines are detected, the platoon conducts breach force operations within its capability; whenever possible, the platoon should be equipped with a mine plow and a breaching kit containing wire and bolt cutters, grappling hooks, and demolitions. If the obstacle is not within the platoon's breaching capability, engineers are called forward. At all times, the proofing and overwatch vehicles should take notice of anything that is out of the ordinary, such as new construction, repairs to damaged buildings, plants or trees that seem new or out of place, and freshly dug earth. These conditions may indicate the presence of newly emplaced or command-detonated mines. The platoon conducts tactical movement as outlined in Chapter 3 and breaching operations as discussed in Chapter 5.
SITUATION H

During cordon and search operations, the tank platoon occupies overwatch and/or hasty defensive positions to isolate a search area (see Figure E-4). Close coordination and communication with the search team are critical, as is employment of OPs and patrols to maintain surveillance of dead space and gaps in the cordoned area. The tank platoon (or section) must be prepared to take immediate action if enemy elements are identified by the search team or OPs. Enemy contact may require the platoon to execute tactical movement and linkup; it would then coordinate with other units to destroy the enemy using techniques discussed in Chapter 3 and Appendix B.
SITUATION I

The tank platoon (or section) overwatches and/or follows and supports dismounted infantry in built-up areas or close terrain (see Figures E-5A and E-5B). Procedures for operating with infantry are discussed in Appendix B.

Figure E-5A. Tank section overwatches infantry movement.
Figure E5B. Tanks move forward (bounding overwatch) with infantry set.