



# Department of Defense

## DIRECTIVE

**NUMBER** 3000.05  
November 28, 2005

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USD(P)

**SUBJECT:** Military Support for Stability, Security, Transition, and Reconstruction (SSTR) Operations

References:

- (a) Sections 113 and 153 of title 10, United States Code
- (b) Strategic Planning Guidance, Fiscal Years 2006-2011, March 2004<sup>1</sup>
- (c) DoD Directive 1322.18, "Military Training," September 3, 2004
- (d) DoD Directive 8910.1-M, "DoD Procedures for Management of Information Requirements," June 30, 1998

### 1. PURPOSE

This Directive:

1.1. Provides guidance on stability operations that will evolve over time as joint operating concepts, mission sets, and lessons learned develop. Future DoD policy will address these areas and provide guidance on the security, transition, and reconstruction operations components of SSTR operations and DoD's role in each.

1.2. Establishes DoD policy and assigns responsibilities within the Department of Defense for planning, training, and preparing to conduct and support stability operations pursuant to the authority vested in the Secretary of Defense under reference (a) and the guidance and responsibilities assigned in reference (b).

1.3. Supersedes any conflicting portions of existing DoD issuances. Such instances shall be identified to the office of primary responsibility for this Directive as listed at web site <http://www.dtic.mil/whs/directives>.

### 2. APPLICABILITY AND SCOPE

This Directive applies to the Office of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all

<sup>1</sup> The Strategic Planning Guidance is classified. For access to the document contact the Director, Executive Services, refer to document control number OSD 75774-04.

other organizational entities in the Department of Defense (hereafter referred to collectively as the “DoD Components”).

### **3. DEFINITIONS**

**3.1. Stability Operations.** Military and civilian activities conducted across the spectrum from peace to conflict to establish or maintain order in States and regions.

**3.2. Military support to Stability, Security, Transition and Reconstruction (SSTR).**

Department of Defense activities that support U.S. Government plans for stabilization, security, reconstruction and transition operations, which lead to sustainable peace while advancing U.S. interests.

### **4. POLICY**

It is DoD policy that:

**4.1.** Stability operations are a core U.S. military mission that the Department of Defense shall be prepared to conduct and support. They shall be given priority comparable to combat operations and be explicitly addressed and integrated across all DoD activities including doctrine, organizations, training, education, exercises, materiel, leadership, personnel, facilities, and planning.

**4.2.** Stability operations are conducted to help establish order that advances U.S. interests and values. The immediate goal often is to provide the local populace with security, restore essential services, and meet humanitarian needs. The long-term goal is to help develop indigenous capacity for securing essential services, a viable market economy, rule of law, democratic institutions, and a robust civil society.

**4.3.** Many stability operations tasks are best performed by indigenous, foreign, or U.S. civilian professionals. Nonetheless, U.S. military forces shall be prepared to perform all tasks necessary to establish or maintain order when civilians cannot do so. Successfully performing such tasks can help secure a lasting peace and facilitate the timely withdrawal of U.S. and foreign forces. Stability operations tasks include helping:

**4.3.1.** Rebuild indigenous institutions including various types of security forces, correctional facilities, and judicial systems necessary to secure and stabilize the environment;

**4.3.2.** Revive or build the private sector, including encouraging citizen-driven, bottom-up economic activity and constructing necessary infrastructure; and

**4.3.3.** Develop representative governmental institutions.

4.4. Integrated civilian and military efforts are key to successful stability operations. Whether conducting or supporting stability operations, the Department of Defense shall be prepared to work closely with relevant U.S. Departments and Agencies, foreign governments and security forces, global and regional international organizations (hereafter referred to as "International Organizations"), U.S. and foreign nongovernmental organizations (hereafter referred to as "NGOs"), and private sector individuals and for-profit companies (hereafter referred to as "Private Sector").

4.5. Military-civilian teams are a critical U.S. Government stability operations tool. The Department of Defense shall continue to lead and support the development of military-civilian teams.

4.5.1. Their functions shall include ensuring security, developing local governance structures, promoting bottom-up economic activity, rebuilding infrastructure, and building indigenous capacity for such tasks.

4.5.2. Participation in such teams shall be open to representatives from other U.S. Departments and Agencies, foreign governments and security forces, International Organizations, NGOs, and members of the Private Sector with relevant skills and expertise.

4.6. Assistance and advice shall be provided to and sought from the Department of State and other U.S. Departments and Agencies, as appropriate, for developing stability operations capabilities.

4.7. The Department of Defense shall develop greater means to help build other countries' security capacity quickly to ensure security in their own lands or to contribute forces to stability operations elsewhere.

4.8. Military plans shall address stability operations requirements throughout all phases of an operation or plan as appropriate. Stability operations dimensions of military plans shall be:

4.8.1. Exercised, gamed, and, when appropriate, red-teamed (i.e., tested by use of exercise opposition role playing) with other U.S. Departments and Agencies.

4.8.2. Integrated with U.S. Government plans for stabilization and reconstruction and developed when lawful and consistent with security requirements and the Secretary of Defense's guidance, in coordination with relevant U.S. Departments and Agencies, foreign governments and security forces, International Organizations, NGOs, and members of the Private Sector.

4.9. The Department of Defense shall support indigenous persons or groups – political, religious, educational, and media – promoting freedom, the rule of law, and an entrepreneurial economy, who oppose extremism and the murder of civilians.

4.10. DoD intelligence efforts shall be designed to provide the optimal mix of capabilities to meet stability operations requirements, taking into account other priorities.

4.11. Stability operations skills, such as foreign language capabilities, regional area expertise, and experience with foreign governments and International Organizations, shall be developed and incorporated into Professional Military Education at all levels.

4.12. Information shall be shared with U.S. Departments and Agencies, foreign governments and forces, International Organizations, NGOs, and the members of the Private Sector supporting stability operations, consistent with legal requirements.

## 5. RESPONSIBILITIES

5.1. The Under Secretary of Defense for Policy, in coordination with the Chairman of the Joint Chiefs of Staff, shall:

5.1.1. Develop stability operations policy options for the Secretary of Defense.

5.1.2. Coordinate DoD relations with the Department of State's Office of the Coordinator for Reconstruction and Stabilization (hereafter referred to as "S/CRS") or any successor organization.

5.1.3. Represent the Secretary of Defense in discussions on stability operations policy and strategy with other U.S. Departments and Agencies, including S/CRS, foreign governments, International Organizations, NGOs, and members of the Private Sector.

5.1.4. Identify DoD-wide stability operations capabilities and recommend priorities to the Secretary of Defense.

5.1.5. Submit a semiannual stability operations report to the Secretary of Defense, developed in coordination with responsible DoD Components. This report shall:

5.1.5.1. Identify tasks necessary to ensure the Department of Defense implements the responsibilities prescribed in this Directive; and

5.1.5.2. Evaluate the Department of Defense's progress in implementing this Directive using the measures of effectiveness directed herein.

5.1.6. Develop a list of countries and areas with the potential for U.S. military engagement in stability operations in consultation with relevant DoD Components and U.S. Departments and Agencies. This list shall be submitted semiannually to the Secretary of Defense and the Chairman of the Joint Chiefs of Staff.

5.1.7. Ensure stability operations are incorporated into the strategic policy guidance for the preparation and review of contingency plans the Secretary of Defense provides to the Chairman of the Joint Chiefs of Staff pursuant to Section 153 of reference (a).

5.1.8. Create a stability operations center to coordinate stability operations research, education and training, and lessons-learned.

5.1.9. Develop a process to facilitate information sharing for stability operations among the DoD Components, and relevant U.S. Departments and Agencies, foreign governments and security forces, International Organizations, NGOs, and members of the Private Sector while adequately protecting classified information and intelligence sources and methods, in coordination with relevant DoD and non-DoD entities (such as the Director of National Intelligence).

5.1.10. Develop measures of effectiveness that evaluate progress in achieving the goals of subparagraphs 5.1.6. through 5.1.9.

5.2. The Under Secretary of Defense for Intelligence (USD(I)) shall:

5.2.1. Ensure DoD intelligence and counterintelligence capabilities are developed to support stability operations, in coordination with relevant U.S. Government intelligence entities and DoD Components.

5.2.2. Ensure the availability of suitable intelligence and counterintelligence resources for stability operations, including the ability to rapidly stimulate intelligence gathering and assign appropriately skilled intelligence and counterintelligence personnel to such missions.

5.2.3. Support the Combatant Commanders' development of intelligence support plans and intelligence campaign plans, in coordination with the Chairman of the Joint Chiefs of Staff.

5.2.4. Ensure intelligence career paths attract and retain the quantity and quality of skilled intelligence personnel required for stability operations, in coordination with the Secretaries of the Military Departments and the Under Secretary for Personnel and Readiness (USD(P&R)).

5.2.5. Coordinate with the Chairman of the Joint Chiefs of Staff, the relevant Combatant Commanders, and members of the U.S. intelligence community to ensure the effective use and employment of intelligence activities and resources in stability operations.

5.2.6. Develop measures of effectiveness that evaluate progress in achieving the goals of subparagraphs 5.2.1. through 5.2.5., in coordination with the USD(P).

5.3. The Under Secretary of Defense for Personnel and Readiness shall:

5.3.1. Identify personnel and training requirements for stability operations and evaluate DoD progress in developing forces to meet those requirements, according to DoD Directive 1322.18 (reference (c)).

5.3.2. Develop a joint and combined stability operation training policy that promotes interoperability with relevant U.S. Departments and Agencies, foreign governments and security

forces, International Organizations, NGOs, and members of the Private Sector, in coordination with the Chairman of the Joint Chiefs of Staff.

5.3.3. Develop methods to recruit, select, and assign current and former DoD personnel with relevant skills for service in stability operations assignments, and recommend necessary changes to laws, authorities, and regulations related thereto.

5.3.4. Develop opportunities for DoD personnel to contribute or develop stability operations skills by:

5.3.4.1. Undertaking tours of duty in other U.S. Departments and Agencies, International Organizations, and NGOs;

5.3.4.2. Participating in non-DoD education and training programs relevant to stability operations; and

5.3.4.3. Learning languages and studying foreign cultures, including long-term immersion in foreign societies.

5.3.5. Develop opportunities for personnel from other U.S. Departments and Agencies, foreign governments, International Organizations, and NGOs to participate, as appropriate, in DoD training related to stability operations.

5.3.6. Identify personnel with skills required to support intelligence campaign plans, in coordination with the USD(I) and the Combatant Commanders.

5.3.7. Ensure DoD medical personnel and capabilities are prepared to meet military and civilian health requirements in stability operations.

5.3.8. Develop measures of effectiveness that evaluate progress in achieving the goals of subparagraphs 5.3.1. through 5.3.7., in coordination with the USD(P).

5.4. The Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)) shall:

5.4.1. Ensure research, development, and acquisition programs provide the Department of Defense with robust stability operations capabilities compatible with relevant U.S. Departments and Agencies, foreign governments, and International Organizations.

5.4.2. Streamline acquisition processes for science, technology, and products used in stability operations by encouraging acquisition planning and the training of DoD personnel in rapid acquisition processes.

5.4.3. Ensure stability operations capabilities are a key focus of the Defense Science and Technology planning, programming, and budgeting process, including the ability to identify pre-

conflict indicators of instability and collect information on key ethnic, cultural, religious, tribal, economic and political relationships, and non-military security forces.

5.4.4. Ensure logistics support policies, procedures, and products are in place to support stability operations.

5.4.5. Identify technologies available through the Department of Defense, the U.S. Government, and off-the-shelf Private Sector programs that could bolster U.S. stability operations capabilities and direct those technologies into rapid demonstration, experimentation, and fielding.

5.4.6. Ensure oversight of contracts in stability operations and ensure U.S. commanders deployed in foreign countries are able to secure contract support rapidly.

5.4.7. Develop measures of effectiveness that evaluate progress in achieving the goals of subparagraphs 5.4.1. through 5.4.6., in coordination with the USD(P).

5.5. The Under Secretary of Defense Comptroller shall:

5.5.1. Ensure the Planning, Programming, Budgeting, and Execution process addresses resource requirements for stability operations

5.5.2. Institutionalize procedures to achieve rapid distribution of funding, goods, and services, with appropriate accountability safeguards, by U.S. commanders deployed in foreign countries in support of stability operations.

5.5.3. Develop measures of effectiveness that evaluate progress in achieving the goals of subparagraphs 5.5.1. and 5.5.2., in coordination with the USD(P).

5.6. The Assistant Secretary of Defense for Public Affairs shall:

5.6.1. Ensure Defense Information School activities support stability operations training and education for DoD public affairs professionals.

5.6.2. Design and articulate DoD visual information requirements to support stability operations.

5.6.3. Ensure American Forces Information Service activities support stability operations.

5.6.4. Develop measures of effectiveness that evaluate progress in achieving the goals of subparagraphs 5.6.1. through 5.6.3., in coordination with the USD(P).

5.7. The Assistant Secretary of Defense for Networks and Information Integration shall:

5.7.1. Ensure effective information exchange and communications among the DoD Components, U.S. Departments and Agencies, foreign governments and security forces, International Organizations, NGOs, and members of the Private Sector involved in stability operations, in coordination with the USD(P) and the USD(AT&L).

5.7.2. Develop processes that shorten the acquisition period for communications capabilities, including in-country indigenous capabilities, in coordination with the USD(AT&L).

5.7.3. Assist the USD(AT&L) in nominating science and technologies for information exchange and communications that support stability operations into rapid demonstration, experiment, and fielding.

5.7.4. Develop measures of effectiveness that evaluate progress in achieving the goals of subparagraphs 5.7.1. through 5.7.3., in coordination with the USD(P).

5.8. The Chairman of the Joint Chiefs of Staff shall:

5.8.1. Identify stability operations capabilities and assess their development.

5.8.2. Develop stability operations joint doctrine in consultation with relevant DoD Components, U.S. Departments and Agencies, foreign governments and security forces, International Organizations, NGOs, and members of the Private Sector.

5.8.3. Support the USD(P) and appropriate U.S. Departments and Agencies through participation in U.S. Government and multinational stability operations planning processes.

5.8.4. Provide annual training guidance that addresses stability operations capabilities and analyze training results.

5.8.5. Develop curricula at joint military education and individual training venues for the conduct and support of stability operations, in coordination with the Secretaries of the Military Departments and the Commander, U.S. Special Operations Command.

5.8.6. Ensure instructors and students from other U.S. Departments and Agencies are able to attend DoD schools to receive or provide instruction on stability operations, in coordination with the USD(P&R).

5.8.7. Ensure that U.S. Armed Forces have the training, structure, processes, and doctrine necessary to train, equip, and advise large numbers of foreign forces in a range of security sectors, in coordination with the Secretaries of the Military Departments.

5.8.8. Develop measures of effectiveness that evaluate progress in achieving the goals of subparagraphs 5.8.1. through 5.8.7. and report on force readiness for stability operations, in coordination with the USD(P).

5.9. The Commanders of the Geographic Combatant Commands, through the Chairman of the Joint Chiefs of Staff, shall:

5.9.1. Designate an appropriate military officer as the Joint Force Coordinating Authority for Stability Operations to ensure proper emphasis is given to preparing for stability operations. The Joint Force Coordinating Authority for Stability Operations shall:

5.9.1.1. Identify stability operations requirements.

5.9.1.2. Incorporate stability operations into military training, exercises, and planning, including intelligence campaign plans and intelligence support plans.

5.9.1.3. Engage relevant U.S. Departments and Agencies, foreign governments and security forces, International Organizations, NGOs, and members of the Private Sector in stability operations planning, training, and exercising, as appropriate, in coordination with the Chairman of the Joint Chiefs of Staff and the USD(P).

5.9.2. Conduct intelligence campaign planning for stability operations, in coordination with the USD(I). These intelligence campaign plans shall be tested and shall include, at a minimum:

5.9.2.1. Information on key ethnic, cultural, religious, tribal, economic and political relationships, non-military security forces, infrastructure, sanitation and health structure, munitions facilities, border controls, and customs processes.

5.9.2.2. Requirements for the order of battle, open source data, and numbers of personnel with appropriate language and cultural skills and proficiency levels.

5.9.2.3. Means to meet these requirements by specifying particular national and DoD intelligence capabilities.

5.9.3. Submit stability operations ideas and issues to Commander, U.S. Joint Forces Command (USJFCOM), for further exploration as part of the joint experimentation program.

5.9.4. Develop measures of effectiveness that evaluate progress in achieving the goals of subparagraphs 5.9.1. through 5.9.3., in coordination with the USD(P).

5.10. The Commander, U.S. Joint Forces Command, through the Chairman of the Joint Chiefs of Staff, shall:

5.10.1. Explore new stability operations concepts and capabilities as part of the joint concept development and experimentation program, in coordination with the USD(P) and the Chairman of the Joint Chiefs of Staff.

5.10.2. Develop organizational and operational concepts for the military-civilian teams described in paragraph 4.5. including their composition, manning, and sourcing, in coordination with relevant DoD Components, U.S. Departments and Agencies, foreign governments, International Organizations, NGOs, and members of the Private Sector.

5.10.3. Establish, design, and conduct experiments to identify innovative ideas for stability operations, in coordination with the Combatant Commanders, the Secretaries of the Military Departments, the USD(P), and the Chairman of the Joint Chiefs of Staff.

5.10.4. Support Combatant Commander stability operations training and ensure forces assigned to USJFCOM are trained for stability operations.

5.10.5. Gather and disseminate lessons-learned from stability operations.

5.10.6. Participate in the Defense Science and Technology planning process to ensure stability operations requirements are supported by Defense Technology Objectives and Advanced Concept Technology Demonstrations (ACTDs). Recommend sponsors for ACTDs as appropriate.

5.10.7. Participate in the Defense Operational Test and Evaluation planning process to ensure stability operations requirements are supported by Joint Test and Evaluations (JT&Es) programs. Recommend sponsors for JT&Es as appropriate.

5.10.8. Develop Joint Public Affairs capabilities for stability operations.

5.10.9. Develop measures of effectiveness that evaluate progress in achieving the goals of subparagraphs 5.10.1. through 5.10.8., in coordination with the USD(P).

5.11. The Secretaries of the Military Departments and the Commander, U.S. Special Operations Command, in coordination with the Chairman of the Joint Chiefs of Staff and the USD(P), shall each:

5.11.1. Appoint a senior officer to lead stability operations initiatives.

5.11.2. Develop stability operations capabilities.

5.11.3. Ensure curricula in individual and unit training programs and service schools prepare personnel for stability operations, in coordination with the USD(P&R) and the Chairman of the Joint Chiefs of Staff.

5.11.4. Ensure Foreign Area Officer, Enlisted Regional Specialist, Civil Affairs, Military Police, Engineer, and Psychological Operations programs develop the quantity and quality of personnel needed for stability operations.

5.11.5. Support stability operations joint concept development, experimentation, and capability development.

5.11.6. Ensure research, development, and acquisition programs address stability operations capabilities and are integrated, in coordination with the USD(AT&L).

5.11.7. Support interagency requests for personnel and assistance to bolster the capabilities of U.S. Departments and Agencies to prepare for and conduct stability operations as appropriate, in coordination with the USD(P).

5.11.8. Ensure Public Affairs programs effectively support stability operations.

5.11.9. Develop measures of effectiveness that evaluate progress in achieving the goals of subparagraphs 5.11.1. through 5.11.8., in coordination with the USD(P).

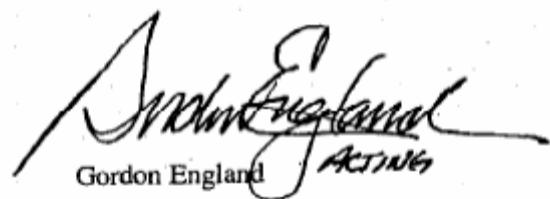
5.12. The Heads of the DoD Components with responsibilities assigned in this Directive shall provide semiannual reports to the USD(P) and the Chairman of the Joint Chiefs of Staff on the relevant measures of effectiveness identified in this Directive.

## **6. INFORMATION REQUIREMENTS**

The reporting requirements in this Directive have been assigned a Report Control Symbol DD-POL(SA)2207 according to DoD 8910.1-M (reference (d)).

## **7. EFFECTIVE DATE**

This Directive is effective immediately.



A handwritten signature in black ink, appearing to read "Gordon England". Below the signature, the name "Gordon England" is printed in a smaller, sans-serif font.